AUTOMOTIVE EXECUTIVE

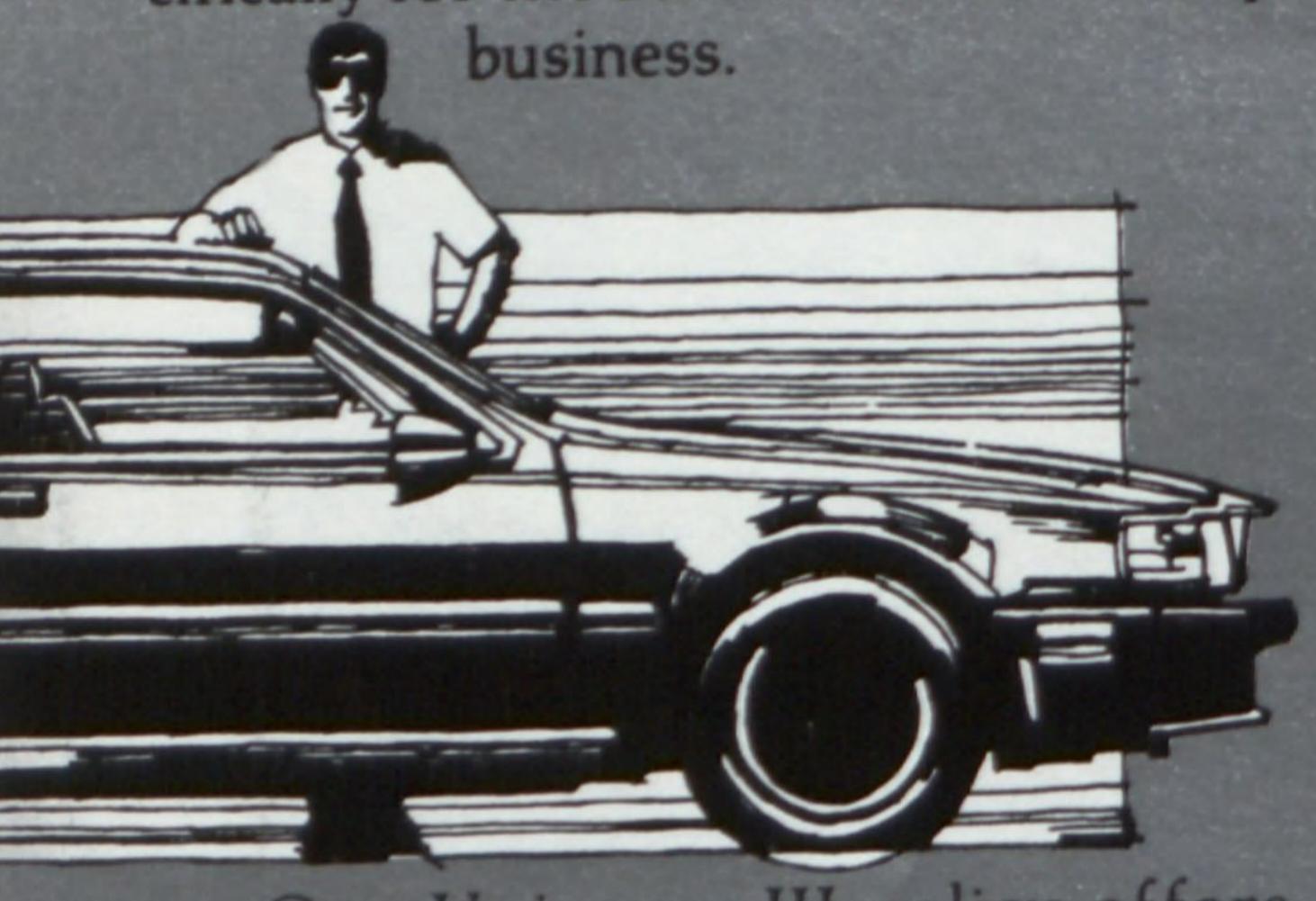
JULY 1985 OFFICIAL PUBLICATION OF THE NATIONAL AUTOMOBILE DEALERS ASSOCIATION

Florida Dealer Heads U.S. Chamber Right Chemical Supplier

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Only Universal Underwriters has over sixty years of experience in writing property/casualty insurance specifically for the automobile dealership



Our Unicover III policy offers every possible coverage for your dealership — but you only pay for the coverage you need. You'll never need to change policies when your protec-

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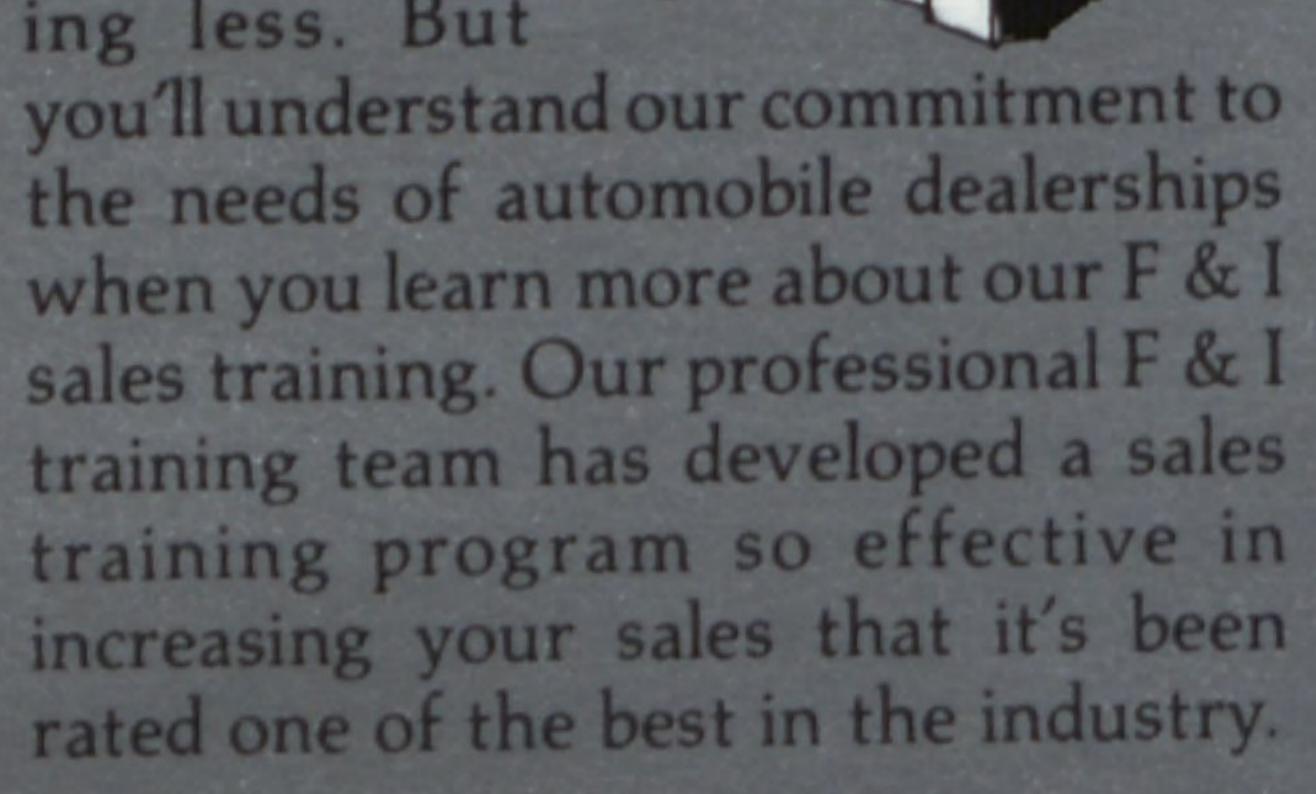
If you should lose a key person in your dealership, there's no reason your dealership should be lost.

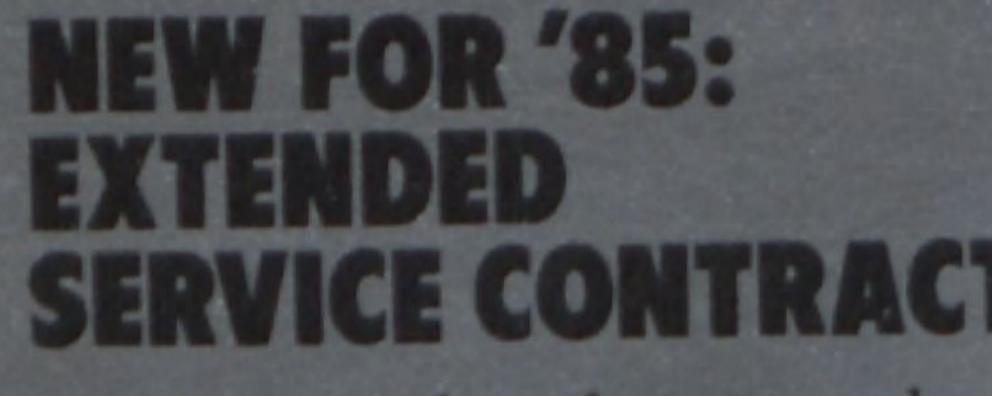
This sensitive area of the automobile dealership business takes careful planning—and that's why Universal is

the best at it. We've been making plans for the continued success of automobile dealerships for sixty-three years.

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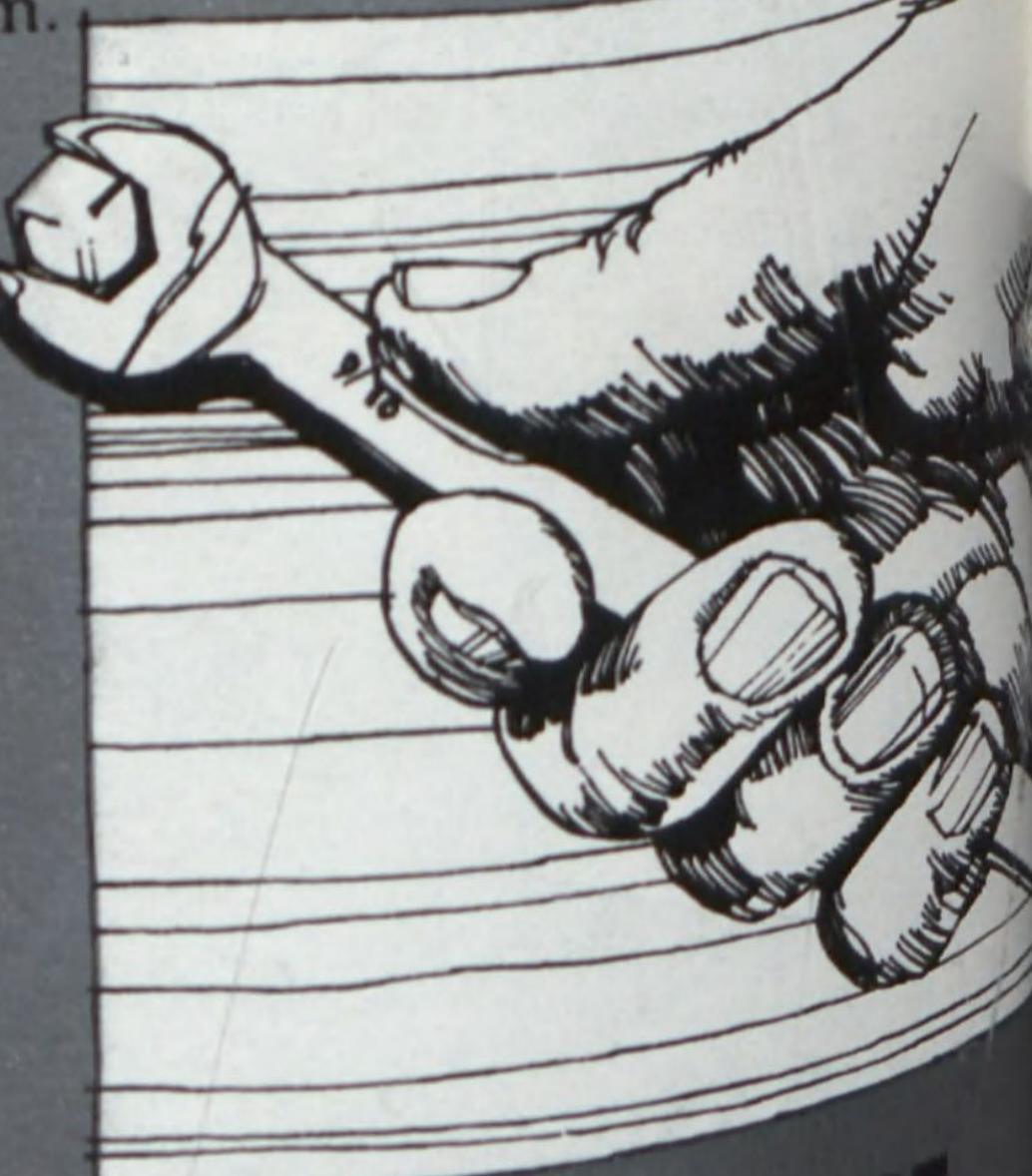




You've already seen other service contract companies come and go, along with their underwriters. So we're pleased to offer the first extended service contract policy that (1) comes with over sixty years of experience in designing insurance programs specifically for auto-

mobile dealerships, (2) is fully insured,
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Our contract has everything it needs to sell itself: 8-component coverage plus rental and towing, competitive pricing and full retail on partial and labor. But in addition, Universal will provide your F & I man with Service Contract sales training, developed by our highly successful F & I training



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The Specialists.

5115 Oak Street, Kansas City, Missouri 64112

This ad for UUIC's new Extended Services Contract began appearing April 1.



We've put it all together so GM Dealers can do it all.

GMAC practically invented automotive financing. When we wrote our first instalment contract, vehicle financing was

virtually unknown.

Today, thousands of GM Dealers (and millions of new-car buyers) have come to depend upon GMAC for their financing needs. As a matter of fact, we've extended more automotive credit than any other financial institution in the world. That makes us your most experienced automotive credit source.

And we've continued to anticipate your needs by expanding our services in new and innovative ways. Ways

to make it easier for you to merchandise cars and trucks. Ways to make it easier for your customers to buy, lease or rent them.

Whatever your financing requirements—retail, whole-sale, leasing, daily rental or a capital loan—GMAC is ready with plans and know-how to help make your dealership

the transportation center in your community.

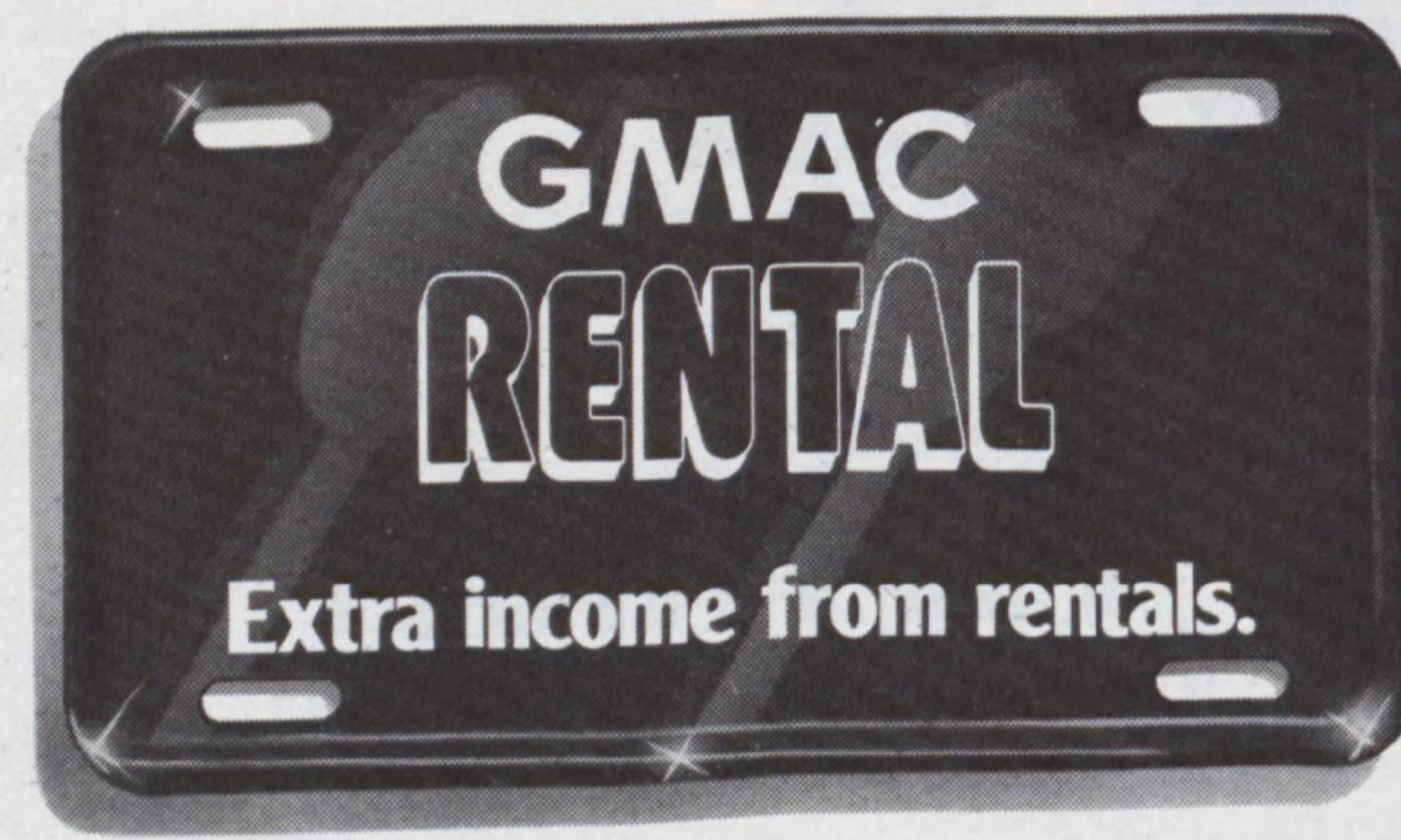
We're committed to helping GM Dealers do it all.

THE FINANCING PEOPLE FROM GENERAL MOTORS









GMAC
CAPILLE LOCALIS

Construction, expansion.

Complete Dealer Financing Services

AUTOMOTIVE EXECUTION OF THE NATIONAL AUTOMOBILE DEALERS ASSOCIATION



Cover: NADA President William
Symes (left) and U.S. Chamber of
Commerce Chairman Frank
Morsani at the Chamber's
headquarters overlooking the
White House. Photo by T. Michael
Keza.

July 1985 Volume 57, Number 7

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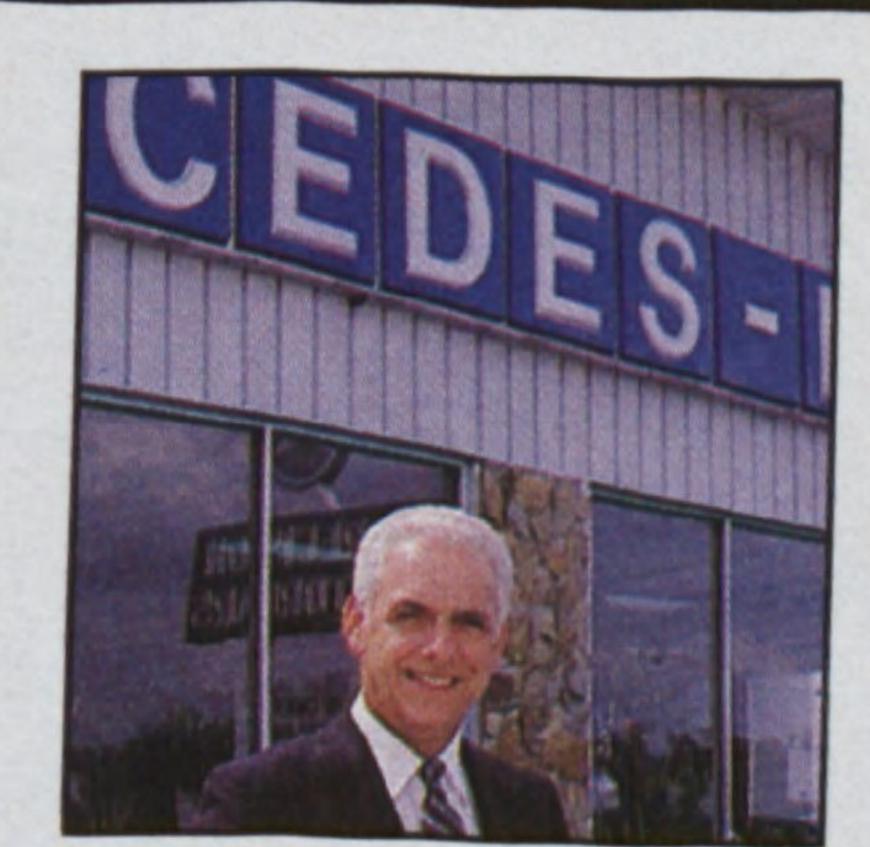
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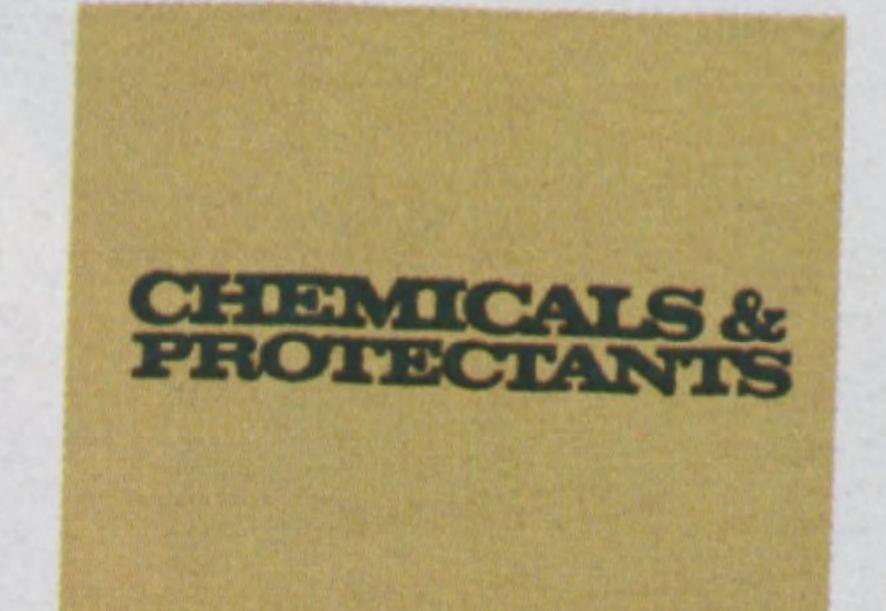
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Now...Advanced cruise control features and increased sales potential at your fingertip.

The Custom Cruise III's innovative engineering advancements significantly enhance the convenience and performance of AC's cruise control system.

With the touch of a finger, it accelerates to the desired cruise speed. With the tap of a finger, it increases or decreases speed in precise one mph increments. And, with the push of a finger, it automatically resumes the cruise setting after clutching, braking or stopping. It's the factory installed, high-tech option designed for the advanced generation of GM automobiles and trucks.

Order the AC Custom Cruise III on your GM car and light truck inventory, and give yourself a new competitive selling advantage.

AC SPARK PLUG DIVISION General Motors Corporation

AC

AC

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WE ON THE

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Editorial Office: (703)821-7150

Publisher, Robert C. Daly Director of Publications, Peter S. Lukasiak Managing Editor, Gary James Associate Editor, Joan Rubin Assistant Editor, Gerry Donohue Contributing Features Writers, Ted Orme and Mary Anne Shreve Production Manager, Donald E. Wheeler Graphics Coordinator, Mary Quiring Graphics Assistant, Teresa Mayes
Editorial Assistant, Carol Bowlds
Mitche Design Consultant, Bono Mitchell

Advertising Offices

National Advertising Manager
Eastern/Detroit Sales Judy Solomon, 8400 Westpark Drive McLean, VA 22102, (703)821-7160

Midwest Sales Representative
Suite 201, Houston, TX 77058,
Wassian State State State State Suite 201, Houston, TX 77058,
Wassian State Sta

Western Sales Representatives Stuart Kessel, Paul Conser, 15720 Ventura Blvd., Suite 610, Encino, CA 91436, (818)906-1816

Van/RV Representative
Beverly K. Gardner, 29089 U.S. Highway
(219)293-2517

Representative
20 West, Suite B15, Elkhart, IN 46514,

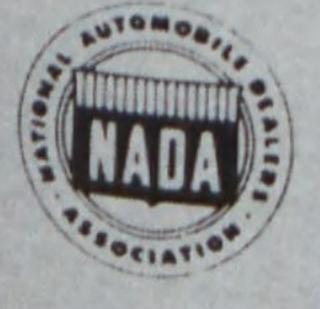
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NADA Commentary

By The Numbers

One dealer we know recently opened a brand-new store. Oh, not a major metro point, but a large 18,000 square-foot facility capable of 1,200 new-car sales a year.

At his grand opening, he stood, looking over his nearly \$2 million investment. "You know," he quipped, "we created 35 new jobs here—\$75,000 in training funds for this year alone—and there's not one penny of government money in it. But I'll tell you, both me and my banker are sure anxious to see how this all comes out."

His words speak volumes for the spirit of the entrepreneur in this industry and across this country. They say much, too, for dealers as good businesspeople.

Analysts today say they see a rebirth of respect for businesspeople all across the country and throughout society in general. People seem to recognize both the risks small businesses take and the new jobs and economic rewards they create.

True, this notion may seem like preaching to the converted, but it lends credence to the idea that it might just be a good time to reflect on dealer accomplishments in the business of small business. More to the point, it gives us a chance to point out, by the numbers, just what dealers contribute to the national economy.

Last month, NADA released its annual data summary of dealer economic information. These numbers may open a few eyes, particularly those who don't acknowledge the economic impact of dealers.

Of course, everyone expected good numbers from 1984. But dealers created a record \$230.6 billion in sales last year. That's 17.8 percent of all U.S. retail trade sales, pretty tall cotton, in anyone's patch.

To make those sales, dealerships employed the most people since 1979—nearly 800,000, or more than 10 percent of the total U.S. retail trade payroll. (That's more employees than all

the domestic manufacturers together.) And at 32 employees per store, dealers achieved the highest average employment ever.

Measuring dealer contributions to the tax base is interesting, too. About \$800 in federal, state and local taxes was generated by each unit sold. For those without calculators, that totals up to some \$8,320,000,000 in taxes in 1984. (That's probably why dealers are known to keep such a wary eye on government plans for new taxes.)

Dealers' own purchases in the economy represent a substantial force, too. Dealers bought some \$26 billion in goods and services last year. Most of that amount went for advertising, rent (or equivalent) interest, and heat, cooling, light and power.

Individually, dealers increased sales by almost 21 percent last year. Newvehicle sales accounted for 65 percent of the total; used vehicles about 21 percent; and service and parts, some 13 percent. All, of course, reflect the great sales year of 1984.

Indicative of the market, the number of new-car franchised dealerships remained stable for the second year in a row. (This, following years of significant decline.) As of the first of January this year, an estimated 24,725 dealers operated across the U.S.

California, Pennsylvania, Texas, New York and Illinois led in the number of dealerships, respectively. Washington, D.C., continues to have the fewest—9.

Dealers sold an average of 420 new cars per dealership, up from 373 in 1983. Average vehicle prices continued their upward trend—to \$11,100 in 1984.

Finally, the average "days" supply of inventory reflected apparent consumer demands_55 days for domestic product and 26 days for import product. (In truth, many dealers had even less to work with last year.)

We think that's a proud record.

-Pete Lukasiak



20-Group Ideas

Tenderly Loved Child Hotline

As the kick-off of an advertising campaign, Eric Sloman, owner of Lakeland Toyota Inc. in Lakeland, FL, ran a full-page ad in the local newspaper, including photos and vital information on children who have been reported as missing. The name of the dealership appeared in the main heading, along with an offer to pay a \$1,000 reward for the recovery of a little T.L.C., which in this instance stands for "Tenderly Loved Child" Child." At the bottom of the ad appeared the message: "a public service of Lakeland

Public response in Sloman's community has been tremendous. In addition to increased dealership exposure, he has appeared on local TV news programs and on radio. He believes that this method of "advertising" has led to an increase in sales at his dealership.

16A THE LEDGER Saturday, February 23, 1985



LAURA ANN BRADBURY Age: 3 Ht.: 3' Wt.: 24-30 lbs. Laura has short blonde hair and brown eyes. Last seen wearing a kelly green sweatshirt and white hood; white, purple and pink blouse; lavendar pants; and striped sandals.

LAKELAND TOYOTA WILL PAY STOOD FOR A LITTLE

FALLOUR T.L.C. HOTLINE F800F347F087

TRADETRIVA

Since last year, 10 states have passed laws requiring motorists to wear safety belts, creating a surge of public interest in the subject. The Highway Users Federation offers this "true or false" quiz to test your knowledge.

- If a shoulder belt fails to lock when pulled, it isn't working.
- 2. Lap and shoulder belts, when properly used, cut the chances of being killed or seriously injured in a crash by 50 percent.
- 3. The longer the trip, the more likely it is that people will use safety belts.
- 4. Using safety belts is your best defense against drunk drivers.
- 5. Campaigns to urge people to wear safety belts voluntarily are more effective than belt-use laws.
- 6. In countries where safety belt use is mandatory, highway deaths have declined by about one-fourth.

average of 25 percent. highway deaths have declined by an where safety belt use is mandatory, 6. True, In 29 foreign countries in a 70 to 96 percent usage rate. the other hand, typically result percent range. Belt use laws, on use. Usage remains in the 20 to 25 have not resulted in widespread to voluntarily wear safety belts years, efforts to persuade motorists drunk driver, 5. False. Over the protect you should you be hit by a crashes. Wearing a safety belt can killed in 1983 in alchohol-related trips. 4. True, 23,500 people were shopping do wear them on long safety belts going to work or 3. True. Many people who don't use lives and preventing injuries. be 60-percent effective in saving studies show lap-shoulder belts to percent is conservative. Many "locks up." 2. True. In fact, 50 panic stop or crash. Then, the belt except in an emergency, such as a freedom to reach, bend or stretch, belts are designed to allow you the Answers: 1. False, Modern safety

Executive Notes

NADA legal staff

Pointed chief counsel and executive director of NADA's Legal and Regulatory Affairs Group. Wade has been associate chief counsel and director of regulatory affairs for the past four years. He replaces Walter E. Huizenga, who left NADA for a position in the private sector.

Two new attorneys have also been added to the staff of the Legal and Regulatory Affairs Group. William E. Newman has been named senior attorney, franchising and state law. Newman had been associate director/legal counsel in NADA's industry relations group.

John M. Bevz has been named senior attorney, corporate/tax. Bevz had been with the Legal Services Corp. prior to joining NADA.

Auto ad spending up

advertising during 1984 boosted expenditures for automotive classified advertising in newspapers to a record \$2.57 billion, a 28.3-percent gain over 1983, according to estimates by the Newspaper Advertising Bureau.

It was the third year in a row in which automotive classified

spending jumped by more than 25 percent. The automotive category, which has grown more than fourfold from its 1975 level of \$572 million, accounted for 34.4 percent of the total 1984 classified expenditures of \$7.47 billion. This is the highest level it has ever reached.

Buyer age challenged

According to the Automotive Information Council (AIC), the Ford Motor Co. has challenged findings by J.D. Powers and Associates that reported the median age of import buyers is less than domestic buyers. Ford said a better indication of buyer age would be comparison among car lines instead of a comparison of an entire corporation.

Citing an example from their own car lines, Ford said the EXP had the youngest buyers of any car line sold in the U.S. in 1984. The median age of the EXP buyer was 26.3 years, or 15.4 years younger than the median 41.7 years of all car buyers.

Beach Boys and AMC

American Motors Corp. and the Beach Boys recently announced plans for a major nationwide



Split-second timing on the assembly line enables freshly painted Accord bodies and engines to arrive at the same spot at the same time. Honda's Marysville, OH, automobile plant reached full capacity of 150,000 cars per year in mid-1984, while an expansion underway will allow Honda to produce 300,000 cars annually at Marysville by 1988.

"Buckle Up for Safety" public awareness campaign.

The national effort, which begins this summer, will focus attention on the need to use safety belts. To support safety belt use, Jeep will produce radio and television public service announcements featuring the Beach Boys.

Jeep Corp. will also sponsor the "Beach Boys/Jeep Comanche" concert tour, entitled "Jeepin' Safari." According to the Beach Boys' Mike Love, special areas will be set up to encourage concert goers to sign petitions to urge their state legislatures to pass laws to save lives and reduce injuries by requiring motorists and passengers to buckle up.

New entry

Plans to enter the North American market with a new, luxury automobile were recently announced by the Austin Rover Group, Britain's largest car manufacturer.

The new vehicle, codenamed Project XX and designed and engineered jointly by Austin Rover of Coventry, England, and the Honda Motor Co. of Japan, is the first production car in the world to have been developed on an equally shared basis from concept to production by two major manufacturers.

Project XX will be imported and distributed in the U.S. by Nor-

man Braman, a Miami-based businessman and operator of one businessman and operator of one of the largest chains of retail automobile agencies in America. To agencies in America. Austin Rover and Braman have jointly formed a new company, jointly formed a new company. Austin Rover Cars of North

America.

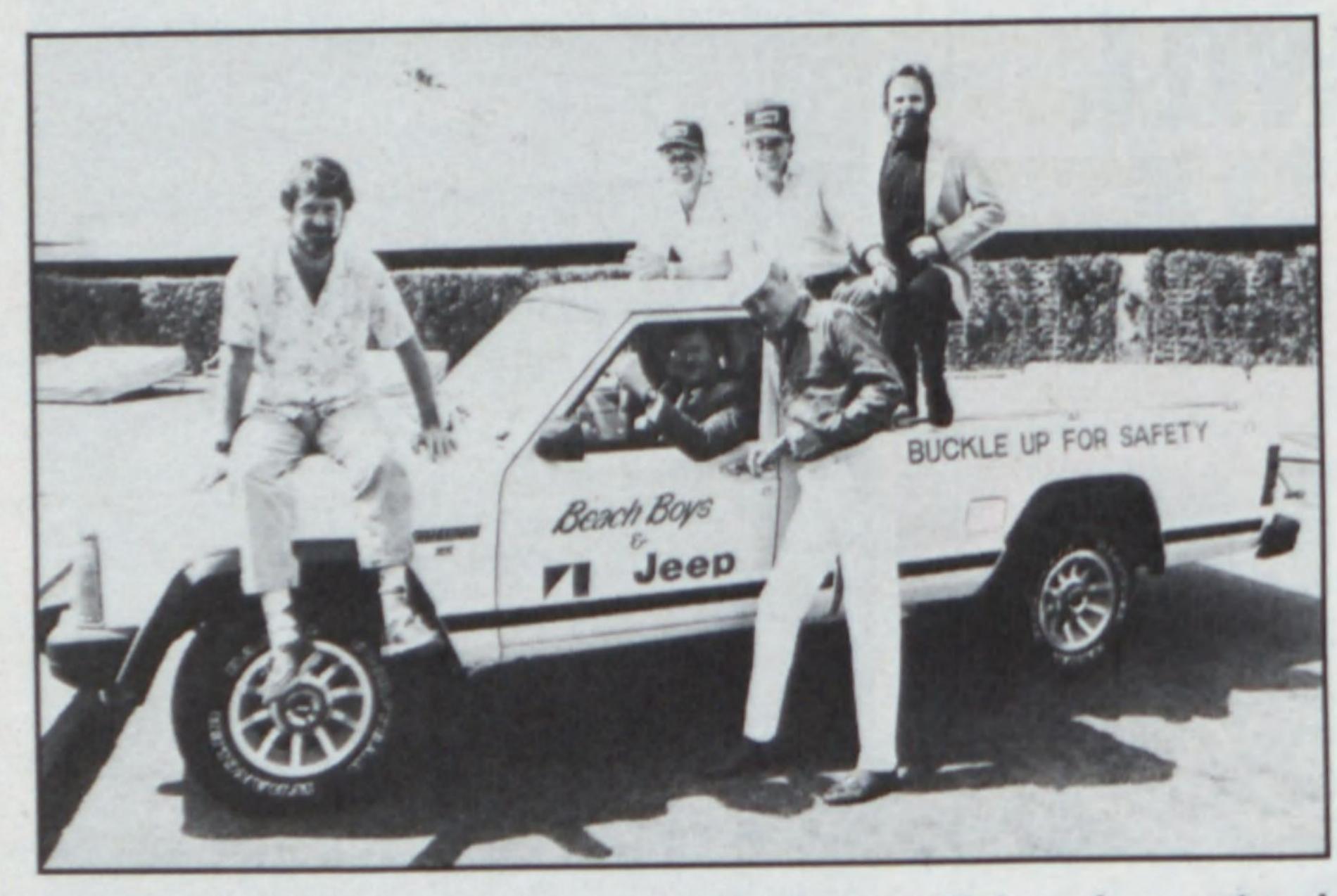
Braman aims to appoint up to 100 dealers in key target areas 100 dealers in key target and 100 dealers in key target areas across the U.S. The car will enter 1987 the American market for the 1987 season.

Aiming for success

Speaking to stockholders at Ford Motor Co.'s annual meeting. Ford Chairman Donald E. Feter Ford Chairman Donald E. Ford's sen emphasized that it is ford's the world in quality and cost, in the world in quality and cost, and pointed out that Ford is redeated and pointed out that Ford is redeated.

"This year alone," he said,
will be bringing eight new
and trucks, as well as other products, to market. And we're spend
ing hundreds of millions of dol
lars a year for research and tes of
nical development. The results of
that investment will serve us,
as we move into the 1990s."
Petersen also disclosed

Petersen also disclosed new ventures that he said will enhance Ford's manufacturing technology: the purchase Corporate in American Robot cialization a Pittsburgh-based firm special ing in computer-integrated in the ford ufacturing systems; and the ford



The Beach Boys, in cooperation with AMC, will launch a national program to promote the use of safety belts. AMC's subsidiary, Jeep Corp., will also sponsor the Beach Boy's 1985 Summer Concert Series to more than 40 cities. Pictured on the new Jeep Comanche are (left to right) Brian Wilson, Bruce Johnston, Al Jardine, Carl Wilson and (standing) Mike Love. Seated in the Jeep is Robert F. Donovan, AMC director of marketing.

Automated Motor Evolution project (FAME), a joint project with General Electric to produce electric motors, to start up in about two years.

The future is now

New products, more robots, involvement of the hourly worker in decision-making and a compatible spirit between industry and government—this is the future of the automotive industry in America today, according to V.J. Adduci, head of the Motor Vehicle Manufacturers Association (MVMA).

And the future is now, he said at the recent meeting of the American Coke and Coal Chemicals Institute. "No industry has ever responded so effectively and dramatically to such sharp, drastic changes as the motor vehicle industry in the past decade," Adduci said.

"Once chided as being an outof-date, smokestack industry, car and truck producers are now in the forefront of robotics, high technology, electronics, new systems and procedures, new relationships between employee and employers and products engineered to compete with any in the world," he said.

Since 1978, U.S. car builders have invested more than \$43 billion in an unprecedented revitalization effort, he said. "They've retooled, re-built and re-equipped virtually all of their engine, transmission and assembly plants. And they've erected new facilities that include the most advanced high-tech systems available and an entirely new generation of products," Adduci said.

Aging autos

New car registrations in the U.S. increased for the second consecutive year during the period that ended June 30, 1984. At the same time, however, more Americans were holding onto their older cars longer than at any time since 1950.

That combination of factors raised the median age of the U.S. automobile population to 6.7 years in 1984, up from 6.5 years in 1983 and from 4.9 years in 1970.

These findings come from a report on motor vehicle registrations by R.L. Polk & Co., automotive industry statisticians. The registrations studied were filed between July 1, 1983 and June 30 of last year, and are the most recent available.

Peugeot in China

Automobiles Peugeot recently signed a comprehensive industrial agreement with a Chinese enterprise to build Peugeot vehicles in China. This joint venture is the first of its type between France and China in the automobile area.

The Franco-Chinese factory, established at Huang Pu, 15 miles outside Canton, will produce in its initial phase 1,000 Peugeot 504 pick-up trucks and station wagons. Production will be increased progressively to 15,000 vehicles annually by the end of the fourth year. Peugeot's final objective is to reach a yearly production of 50,000 vehicles.

Actual production will begin in $2^{1/2}$ years.



Peugeot 504 pick-up trucks will be produced in China in the first joint venture between France and China in the automotive industry.

Dealers in the news

Anniversaries: 50 years:

*F.P. Wilson and L.W. Howes, Wilson Pontiac Inc., Spring, MD

*Les Weber, Anderson Weber Inc., Dubuque, IA

*Anthony J. DeCrosta, Moore Motors Inc., Hyannis, MA

*George H. Paddleford, Paddleford Oldsmobile Inc., Palo Alto, CA

*Rudy Ulrich, Ulrich Motors, Pella, IA

*Eugene L. Cottingham, Duane Sefton Chevrolet, Henry, IL

*Leon A. Voegeli, Voegeli Chevrolet-Buick Inc., Monticello, NY *Robert Mills, Mills Motors,

Winterset, IA *Robert P. Nelson, Nelson

Motor Co., Warren, MI

*William Pritchard, Pritchard Auto, Britt, IA

*Horace A. Cochran, Galax Motor Co. Inc., Galax, VA

*Matthew Landy, Landy Bros. Oldsmobile Inc., Palisades Park,

*Allen Chapman and Sam Johnson, Allen Motor Co., Cedar Rapids, IA

*Lanell Lunt, Lunt Motor Co., Cedar City, UT

30 years:

*Frank Carder, Carder Buick-Oldsmobile-Mazda, Searcy, AR 25 years:

*Louis Berretta, Berretta Buick-Pontiac Inc., Brockton, MA

*Bill Quinn, Larson-Quinn Co., Ellsworth, WI

*Jay Ischia, Jay Sales & Service Inc., Camden, NJ

*Roy E. Pett, Giant Chevrolet Co., Visalia, CA

• Awards:

*R.J. Konner, owner of R.J. Oldsmobile Inc., Westwood, NJ, and general manager of Malcolm Konner Chevrolet in Paramus, NJ, has received Automotive Hall of Fame's Award for Young Leadership and Excellence.

*Jim Miller Nissan, Cedar Rapids, IA, was recently awarded Nissan Motor Co.'s Dealer Award for Merit.

*Two new members have been inducted into Cadillac's Master Dealer Hall of Fame for achieving Master Dealer recognition for 10 consecutive years: Dick Nabers,

Nabers Cadillac Inc., Costa Mesa, CA; and Jim Rohrich, Rohrich Cadillac Inc., Pittsburgh, PA.

*Ed Maroon Ford, DeWitt, IA, has received two awards: Ford Motor Co.'s Gold Award for service excellence, and the Distinguished Achievement Award for total sales and service.

*Kokomo Chrysler-Plymouth Inc., Kokomo, IN, has received Chrysler Corp.'s Award for Excellence.

Around the USA:

*Mike Shad, owner and president of Southside Ford, Jacksonville, FL, is promoting the use of child-restraint car seats. Shad, whose son was injured in an auto accident a few years ago, is giving away a safety seat with the purchase of each new car and truck.

*Marvin D. Hartwig, president of Marvin Hartwig Lincoln-Mercury/Nissan, Iowa City, IA, was recently named secretary of the National Institute for Automotive Service Excellence (ASE).

*Cahillane Motors, Northhampton, MA, has donated a driver-education car to the Clarke School for the Deaf.

*Sport Chevrolet, Silver Spring, MD, recently participated in the 1985 Exhibition of the President's Committee on Employment of the Handicapped. Sport Chevrolet serves as a resource center to aid disabled citizens in the Washington metropolitan area. As part of its services, Sport offers a "Directions Directory" which includes information on suppliers and installers of automotive adaptive equipment. Sport also has a special sales group to provide service to disabled persons in the market for vehicles that can be adapted to their special needs.

*Sportique Motors Ltd., Huntington, NY, recently held its third annual Sportique Peugeot Food for Friends Five Mile Classic foot race. The race included as part of its entry fee a food contribution. The food and a cash contribution was turned over to the Suffolk County Emergency Food Coordinator Program.

Please send news items for "Dealers in the news" to Joan Rubin, associate editor, Automotive Executive, 8400 Westpark Drive, McLean, VA 22102.

On the Hill

Senate, NHTSA take aim at gray market

The gray market suffered a double whammy in May when the Senate and NHTSA proposed actions that would allow only "original" manufacturers to certify vehicles to U.S. safety standards. If either measure becomes reality, it's "so long gray market."

The Senate gray market bill, introduced by Sen. Daniel Inouye (D-HI), was strongly supported by NADA. It cleared the Senate Commerce Committee with only one dissenting vote—Committee Chairman Sen. John Danforth, who felt the bill was too "broad" and possibly anticompetitive. The bill now awaits full vote by the Senate, where it is expected to pass.

NADA has also testified in favor of a similar anti-gray market bill sponsored by Rep. Matthew Rinaldo which now has more than 50 co-sponsors and is gathering momentum. We are confident both bills will pass a floor vote. However, both bills are attached as amendments to a NHTSA appropriations bill (S. 683 and H.R. 2248), which is susceptible to nitpicking and change. Particularly sticky this time around is the issue of crashworthiness ratings for new cars—an issue that will pit auto manufacturers against the safety lobby, championed by Sen. Danforth and Rep. Timothy Wirth (D-CO). Such debate could stall the fund-

"Senate and NHTSA proposals would allow only automakers to certify vehicles to U.S. safety standards. If either measure becomes reality, it's 'so long gray market.'

ing bill and NADA's efforts until who knows when.

But even if the gray market bill becomes tangled in Congress, dealers may get the same result from a newly proposed rule by NHTSA that would make original manufacturers the only parties authorized to certify vehicles to proposed theft prevention standards. These proposed standards require detailed partsmarking techniques that NHTSA feels can only be accomplished by original manufacturers. The agency wants to limit possession of these marking techniques for obvious reasons. NHTSA has asked for comment on the proposed rule. However, if it sticks in its current form, the rule will effectively ban the importation of most vehicles not built for U.S. distribution.

But the gray market is not dead yet. The Automobile Importer Compliance Association (AICA), which represents major gray market converters, has launched a last-ditch counterattack. Rep. Tom Bliley (R-VA) is planning to amend the gray market proposal in the House. So, as Yogi Berra reminds us, it's not over 'til it's over.

Odometer bills moving

NHTSA Chief Diane Steed recently testified that odometer fraud costs consumers an estimated \$2 billion a year, or an average price increase of \$1,050 for each car odometer rolled. "A significant part of this fraud involves vehicles which have been used by lease companies or in business fleets," she told a House subcommittee. "Of all the passenger cars manufactured in the U.S. each year, almost 50 percent are sold for business use, including leasing. When these cars are sold as used cars, often with high mileage, an estimated 70 percent have odometers turned back."

Steed supports Sections 3 and 4 of the NHTSA authorization bill, which require that any transfer of ownership, or licensing of any vehicle, be accompanied by its title. New applications for titles must include a mileage disclosure statement signed by the prior owner. Auction companies are also required to establish and maintain records of vehicle identification numbers, odometer readings, and buyers and sellers of vehicles sold at auctions. Civil penalties for odometer tampering would be raised from \$1,000 to \$2,000, and the period of imprisonment from a 1-year misdemeanor to a 3-year felony.

NADA has testified in support of these measures as well as a similar odometer bill (S. 475) introduced by Sen. J. James Exon (D-NE). The Senate bill has cleared the Commerce Committee and is expected to be passed by the full Senate,

"Of all the passenger cars manufactured in the U.S., almost 50 percent are sold for business use. When these cars are resold, an estimated 70 percent have odometers turned back."

as it was last year. NADA is optimistic that, unlike last year, odometer legislation will get a fair hearing and approval by the full House. Nearly everyone is in agreement that odometer fraud must be curbed.

Safety belt laws: 10 states and counting

As we went to press, 10 states—New York, New Jersey, Illinois, Missouri, Michigan, New Mexico, Indiana, North Carolina, Nebraska and Oklahoma—had passed safety belt laws. But despite this momentum and dramatic safety gains being reported from states with belt laws, proposed legislation in many states faces stiff opposition from some "safety advocates" who are determined to torpedo any public safety effort that does not favor air bags.

In Congress, Sen. John Danforth (R-MO) and Rep. Timothy Wirth (D-CO) have called the DOT's four-year program to promote safety belts and push for mandatory state laws a "sham" and a "Catch-22," and they are trying to cut funds from this effort and divert others to the promotion of air bags.

NADA strongly believes that safety belt laws are the way to go, and it urges its members to continue to push for them in all states.

—Ted Orme

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FLORIDA DEALER TAKES HELM AT

U.S. Chamber of Commercial Commer

by Gary James

Business and civic involvement go hand in hand with Frank Morsani, a highly successful Florida auto dealer who recently took office as chairman of the U.S. Chamber of Commerce. He's never done business any other way.

n life, there are times when you are a taker, and times when you are a giver," Morsani says. "Ideally, you reach a balance. But I don't think business-people—including dealers—fully recognize the importance of contributing to the community, especially to public policy. They don't understand how much impact businesspeople can have when they work together."

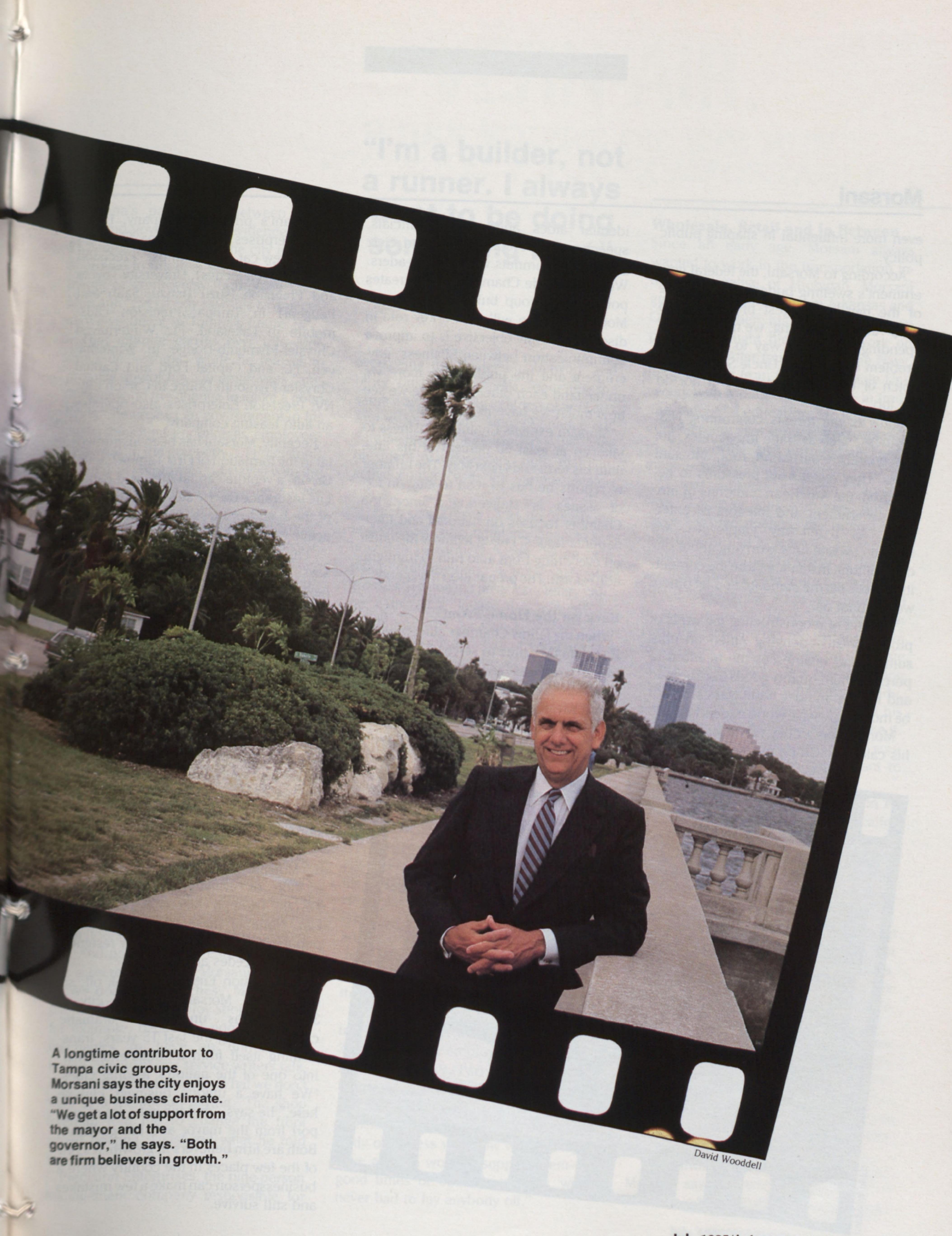
Morsani has devoted a lifetime to public and industry service. He's served on the boards of the University of Tampa and St. Joseph's Hospital, as a director of NADA and AIADA and as chairman of

Tampa's Private Industry Council. Other involvements include the local Heart Association, symphony and aviation authority. With his Mercedes-Benz dealership just down the street from Tampa Stadium, Morsani also takes an active interest in trying to bring professional baseball to the area.

But top priority this year belongs to the U.S. Chamber of Commerce. Morsani has been involved with the Chamber for years, serving as treasurer and chairman of its Small Business Council. In May, he took the helm as the Chamber's principal elected business leader, after serving as

1984-85 vice chairman.

The U.S. Chamber of Commerce, Morsani says, represents 182,000 member companies, 2,800 local and state Chamber members and 53 U.S. Chambers abroad. "Through this local-state-national system, American business has an immense resource to make its views known at all levels of our democratic process. If we are to defend our free enterprise system and keep America growing, the most important step we can take is to strengthen this federation and become



Morsani

even more influential in shaping public policy."

According to Morsani, the federal government's swelling budget deficit is one of the nation's biggest problems. "To keep America growing, we must control spending. The only way to attack this problem is to tighten Uncle Sam's belt a notch or two. Higher taxes will not do the job."

Many of the threats confronting U.S. business, such as trade imbalances, are not entirely external in root, Morsani says. "They result from pressures to depart from the American traditions of limited government and freedom of enterprise. As I tell my employees, we shouldn't waste time worrying about our competitors. Instead, let's be the competition. Let's set the standard and let others worry about us.

"Instead of reconstructing the walls of protectionism—denying American consumers and businesses the freedom to purchase high-quality goods from abroad and risking another trade war—why not be more aggressive world traders again?"

Morsani has a busy year ahead. Filling his calendar will be meetings with pres-

idential aides and cabinet officials, speeches before conventions and civic groups and summits with world leaders. While no single Chamber leader creates policy for a group built on consensus, Morsani says he will take a key role in discussions. "My objective is to improve communication between business, government and the public. The more we understand each other, the more we see how much we have in common."

Morsani expects Chamber business to take up at least 60 percent of his time until his term ends next May. The number of reports he has to read to stay on top of issues is staggering. "Since the Chamber focuses on national and international issues, I need to know the latest on everything from acid rain to immigration reform. The preparation never ends."

Back on the Home Front

"When my fellow Chamber officers asked if I could take time to serve as chairman, my answer was an unqualified 'yes' " says Morsani. "And the only reason I could say that was because of the quality of my employees."

Morsani's principal company, Precision Enterprises Inc., in Tampa, FL, owns seven new-car dealerships: Precision Motorcars (Mercedes), University Toyota and Precision Isuzu (Isuzu, Saab and Peugeot) in Tampa; Precision Oldsmobile in Lakeland, FL; Winterhaven Chrysler-Plymouth-Dodge in Winterhaven, FL; and Capital Ford and Capital Chrysler-Plymouth-Dodge in Carson City, NV. Precision Enterprises also operates an auto leasing company.

Recently, Morsani has been instrumental in the formation of First Tampa Capital Group, a venture capital firm, and Patriot Life Insurance Co. He serves as chairman of the board of these companies and is active in their operation.

"I'm a builder, not a runner," Morsani says. "I always want to do something new. My employees kid me about it once in a while and say, 'Frank's bored today; he's going to buy another company.' That's a little extreme, but if I see an opportunity, I take it."

Since he bought his first dealerships in 1971—University Toyota and Precision Motorcars—Morsani has built gross sales from a quarter of a million dollars to more than \$140 million. His firm sells 8,000 to 10,000 new cars each year, and an equal number of used. Morsani attributes the rapid growth to location, timely expansion and tight management.

"This was a 'fruit stand' when I bought it," Morsani says. "The dealerships sold a little of everything—English Ford, Toyota, Triumph, Mercedes, Volvo and Fiat. None of these imports was very popular back then, so I sold or resigned all but Mercedes and Toyota."

As Precision Enterprises took off, so did Tampa. Morsani says the city of 300,000 has undergone dramatic changes during the last 15 years, transforming itself from a "dead-end town" into one of the nation's leading cities. "We have a unique business climate here," he says, "and we get a lot of support from the mayor and the governor. Both are firm believers in growth. It's one of the few places in the country where a businessperson can make a few mistakes and still survive."



Tampa's partnership between business and government is evidenced by a \$1.2-million bond issue the city recently approved to improve schools. "No arguments or controversy took place," says Morsani. "Everybody saw this as a necessary investment in Tampa's future."

That attitude carries over into Morsani's dealerships. While he refuses to promise any of his 335 employees "anything beyond the chance to make a good living," he creates an environment in his dealerships that encourages employees to grow with the company. Of Precision's original 30 employees, 14 stayed with the firm until retirement or death. Several are still working.

"We are always training employees," he says. "And that's as much an investment in our future as it is theirs. They say there are three types of rewards workers respond to: satisfaction, recognition and compensation. I happen to believe they work best in that order. We do all we can to keep employees challenged and progressing in their careers with us. If all they wanted were to make more money, most would go somewhere else."

Morsani has never been hesitant about distributing authority through the ranks of his employees. At the same time, he makes sure that managers never become insulated from the people they are supposed to serve—customers. At Precision's dealerships, there are no "assistants," only sales managers and salespeople. Sales offices have glass fronts that face into the showrooms. General managers' offices are located right off the main floors, easily accessible to customers. And nobody in the entire operation has a secretary except Morsani.

"We don't like crutches," Morsani explains. "We don't employ shop foremen, for example, because I don't want our mechanics to have an unnecessary crutch. We want our service writers talking directly to technicians. What we don't want is a technician saying, 'The shop foreman told me to change the front wheel bearing. I just did what he told me.'"

Precision Enterprises, the nine-person management company responsible for

"I'm a builder, not a runner. I always want to be doing something new."

overseeing the dealership network and other business interests, operates the same way. Reporting to Morsani are Larry Anderson, vice president of finance and administration, and Trevor Rolfe, vice president of operations. Both maintain active contact with the various dealerships.

"Each day, Trevor picks up the phone and calls all our general managers to see how they performed the day before. He records information on 'ups,' sales and grosses. He doesn't have a secretary call; he calls. That keeps him directly in touch."

Precision's management company relieves each dealership of a number of functions normally performed by managers. Acquiring financing for F&I programs or floorplanning, for instance, is handled by the management company, rather than by individual general managers. The same goes for advertising.

"We have our own account executive who goes around to all our stores to find out their needs," Morsani says. "The GMs tell him how much they have to spend, and which cars they want to move, and the account man makes the purchase. He takes on the responsibility of dealing with the newspapers, planning design and other details. The more of these functions we consolidate, the more we free up our managers to concentrate on what they do best—selling and servicing cars."

Morsani says his organizational structure enables him to operate with about 30 percent fewer employees than similar-sized companies. Part of that efficiency is that he makes it difficult to hire and fire. "Our managers weigh each hiring decision carefully. We don't bring anybody on unless we know we're going to have enough work to support them—in good times or bad. As a result, we've never had to lay anybody off."

Wholesale, Retail and In Between

Since an early age, Morsani always wanted to work in the transportation industry. A native of Michigan, Morsani grew up on family farms in Arkansas and Oklahoma, where his father, a welder on pipelines, taught him how to work on machinery. After four years in the Navy, he graduated from Oklahoma State University with a Bachelor's degree in trade and industrial education. He joined Lincoln-Mercury as a service representative in Jacksonville and enrolled in Ford's management training program.

"I had achieved a dream," Morsani says. "I was working with cars. But the more I visited dealers, the more I saw how much I had to learn."

Morsani took night classes at the University of Florida to acquire more professional training. He soon was promoted to zone manager. After five years with Ford, the company offered to transfer him to Caracas, Venezuela, to take charge of the region's sales. For Morsani, long eager to work on the international side, this was the chance of a lifetime. But his district manager wouldn't let him take it. "Back then, your boss controlled your life," Morsani says. "He didn't want to lose me, so he told Ford 'no.'"

About that same time, a dealer in Ft. Lauderdale, Holman Enterprises, called Morsani with another offer. The company, a chain of dealerships, wanted Morsani to become service manager at its Ft. Lauderdale Lincoln-Mercury store. Morsani leaped at the chance.

"I had studied the retail side so hard to do my job on the wholesale side that I knew I was ready for this," Morsani says. "Working for a manufacturer had given me a 'Master's degree' in certain respects."

Morsani worked in Ft. Lauderdale for three years, then transferred to the firm's New Jersey Ford dealership as general manager. After that it was on to California, where he ran three dealerships in 1970, before returning to Tampa to buy into his present business.

"I've always regarded work as fun," Morsani says. "When I had to move, I never minded, because I was simply

THEBIZNET CONNECTION

aking the dealer message into over 40 million homes, NADA will broadcast 11 monthly editorials over the U.S. Chamber of Commerce's BizNet television network, giving the dealers' view of the major issues facing

the automobile industry.

Through an agreement with the Chamber, NADA President Bill Symes will appear in the BizNet News programs' "Business Perspective" segment once each month and deliver a 90-second editorial on issues such as safety belts and safety belt laws, the gray market, the used car rule and odometer tampering.

"These segments will give us the opportunity to tell millions of Americans our side of the story," says Symes, a former professional radio and television broadcaster. "We will increase public knowledge about important industry issues and go a long way towards improving dealer image."

The BizNet News programs air weekdays at 6 a.m., 7 a.m., 8 a.m. and 10 a.m. They are popular, award-winning news programs that draw a large, business-oriented audience that is both knowledgable and powerful. By putting its message before these "movers and shakers," NADA will win important support for issues significant to dealers.

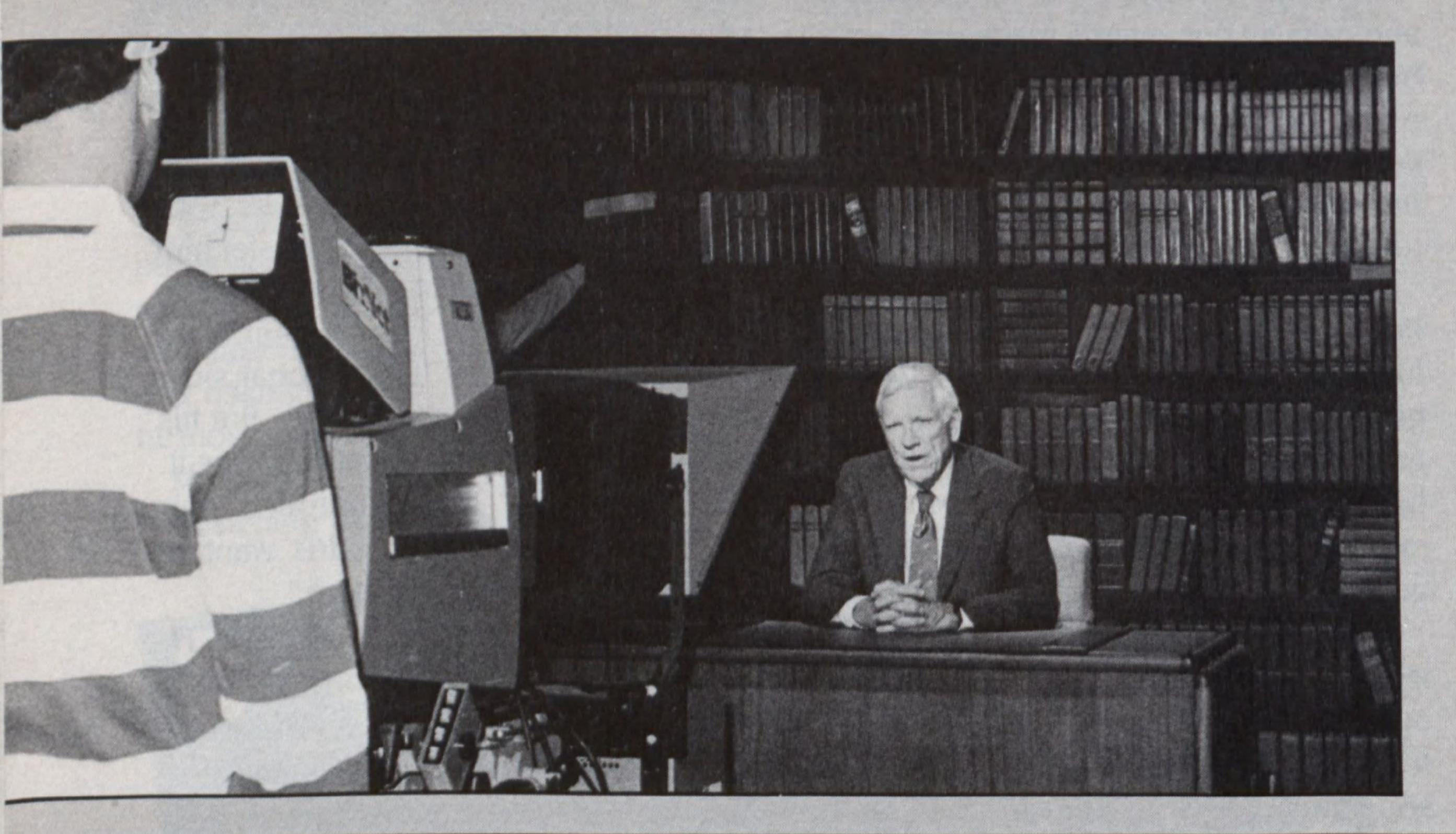
Scheduled NADA "Business Perspective" segments in the next three months include:

- July 15—The Gray Market
- August 12—The Used Car Rule
- September 9—Odometer Rollback

Each segment will be aired on all four BizNet News programs on the scheduled day.

The BizNet News programs are broadcast nationwide over the USA Network, Financial News Network. Modern Satellite Network, The Learning Channel and more than 35 commercial television stations.

-Gerry Donohue



going where the fun was."

Precision Enterprises has developed into one of Florida's leading dealership groups. Over the years, Morsani has been honored with AIADA's Outstanding Import Car Dealer in the U.S. Award, Sports Illustrated's Import Automobile Dealer of Distinction and Time Magazine's Quality Dealer Award. In addition, Morsani has received the University of South Florida President's Distinguished Citizen Award, Greater Tampa Chamber of Commerce Small Business Advocate Award and honorary membership in Beta Gamma Sigma, the national scholastic fraternity in business and management.

Morsani credits his success to his understanding of both the retail and

wholesale sides of the business. "So many manufacturers don't understand anything about what dealers do," he says. "And that hurts business. A franchised new-car dealership is an amalgam of eight different businesses-new cars, used cars, service, parts, body work, leasing, F&I and accounting. A successful dealer has to make them all work to be profitable."

According to Morsani, who once served as chairman of NADA's import line committee, the association does a "fine job" of representing dealers' interests both with lawmakers and with the factories. "Some manufacturers would like nothing better than to sell cars direct and turn dealers into servicing outlets," says

Morsani. "NADA's role in turning back the Porsche proposal—which would have done that very thing—showed the clout it has.

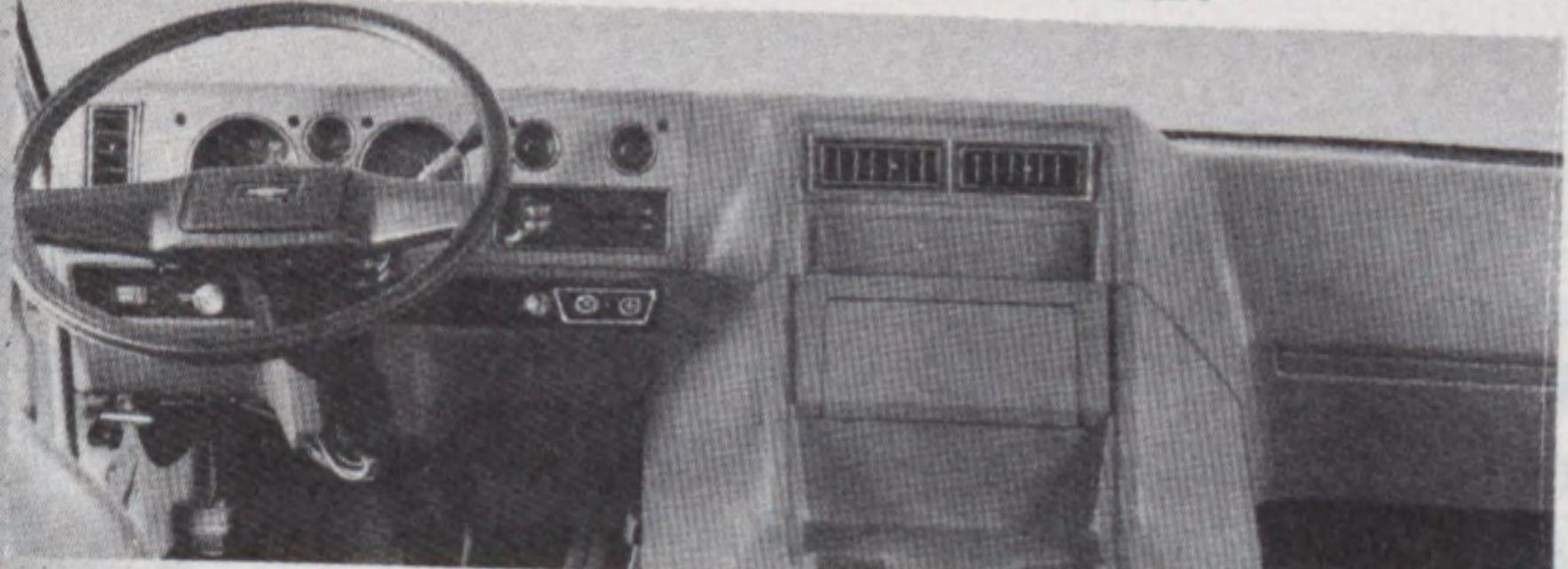
"Like anything else, often all it takes is sitting down with the other side and explaining your position. The manufacturers sometimes forget how important dealers are, and we need to remind them. It's the same with business as a whole. Government sometimes forgets the contributions we make to this country. My job as chairman of the U.S. Chamber is to get that message across."

Gary James is managing editor of Automotive Executive magazine.

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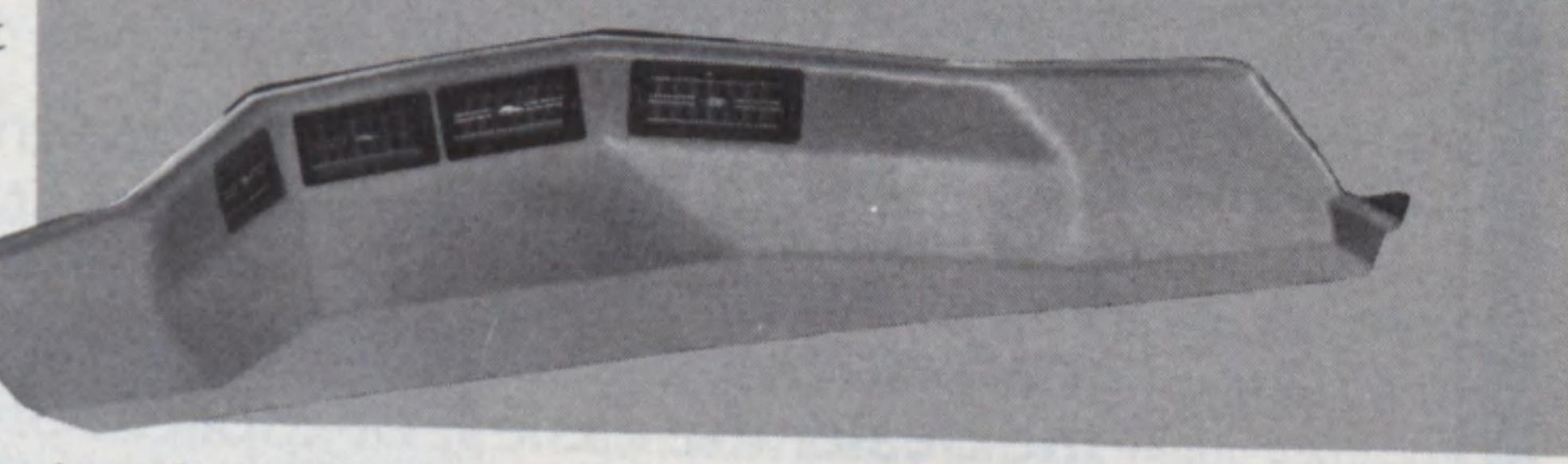
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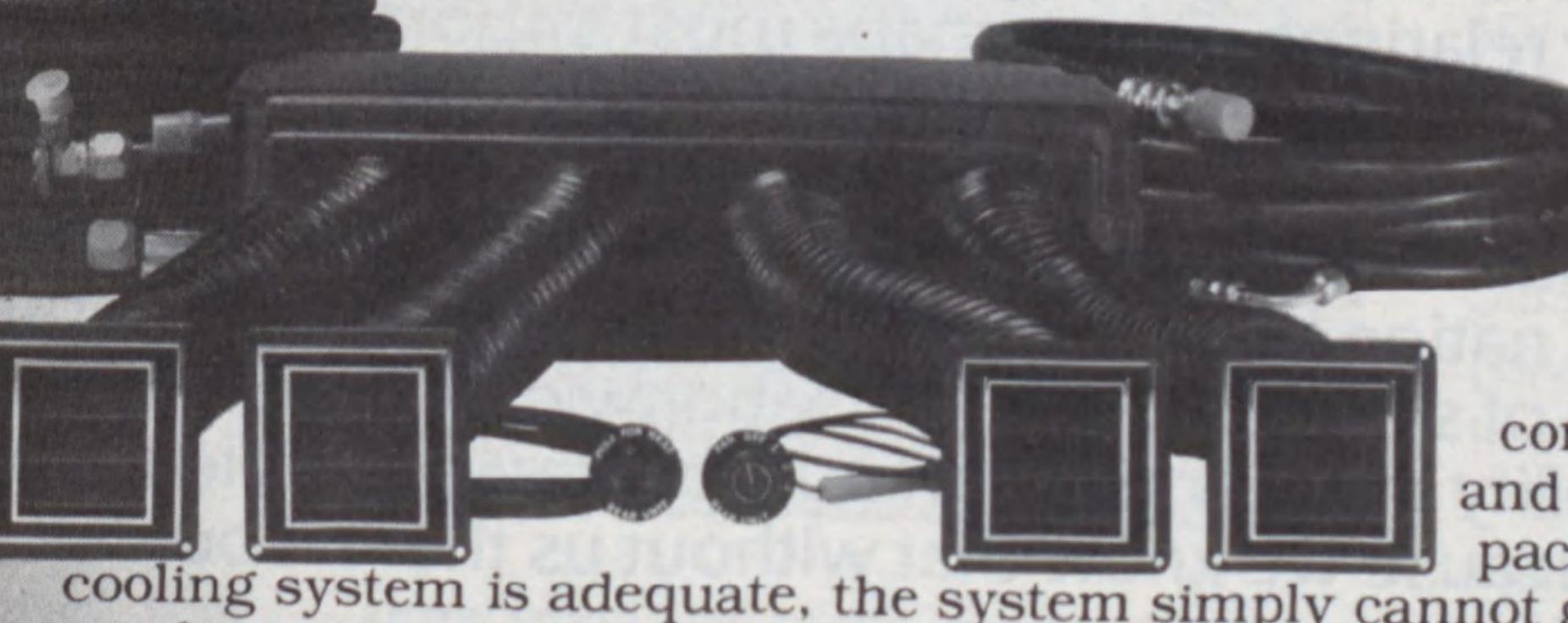
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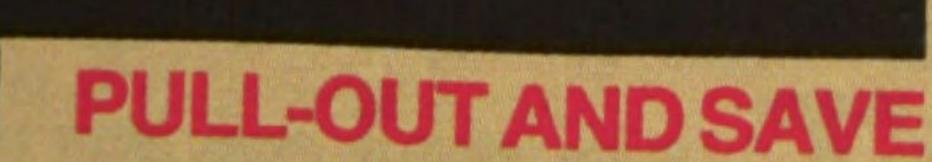
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CHUCATS & PROPERTY.

By Leonard Felman

SELECTING THERIGHT SUPPLIER

ith a chicken foot in one hand and a rattle in the other, they dance around my desk making claims of space-age wonders and infallible warranties." This was the description a dealer recently gave me of his image of chemical aftermarket salespeople. According to him, if you've seen one, you've seen them all.

OK, I said, there's some truth to that, but that's not reason enough to ignore a potentially lucrative side of the business. You "get what you ask for," and if you take the time to ask the right questions, you'll quickly separate fact from fiction.

If you were looking to hire a salesman or someone just to sweep your floors, would you only look for the person who would work for the least money? Of course not. Remember, it is your aftermarket supplier who will service your customers, train your salespeople and use or abuse your credibility, so you better check out the company from all angles before signing on the dotted line. If you limit your questions to "What does it cost? And how long is the warranty?" you will indeed spend less, but you will also open your door to unlimited abuse—and lost customers.

Initially, however, not everyone wants to go to all this trouble just to find one aftermarket supplier. Some dealers are very hard sells:

Dealer: Who cares? I'm not getting aftermarket complaints now and I'm making lots of money!

A: You mean you're not hearing many

aftermarket complaints. Unlike unsatisfactory repairs, where your customers can get quite vocal, customers who believe a chemical product or service was over-priced or over-promised usually don't respond directly back to you. However, they do tell friends and relatives, and this is where a bad reputation can start for a dealership.

Dealer: But my aftermarket supplier tells me not to worry—his "fantastic warranty" will take care of all problems!

A: His problems, yes; your problems, no. Face it, with legal costs and the rela-

Did You Know?

- Automotive paint examined under a microscope resembles a sponge.
- Vehicle paints average in thickness from 1.75 to 2.5 millimeters—about the thickness of this page.
- One square inch of painted surface has in excess of 2.9 billion pores.
- There is sufficient space in just one paint pore for 1,500 atoms of oxygen.
- Oxygen combined with water and sulfur dioxide forms acid rain.

tively small size of the average aftermarket chemical claim, the inevitable warranty hassle makes "bad mouthing" your dealership a lot easier than "negotiating" to gain satisfaction. No warranty will ever substitute for doing a job right.

Dealer: But we don't have the time or space to do aftermarket properly.

A: Think about it—what other service do you offer that can average \$75 an hour with unskilled labor? A competent aftermarket supplier will find a way—on or off your premises—to do the job right, so there is no need for a dealer to compromise today. Like the right chemistry, profits and ethics do mix!

Dealer: My staff can't move "paint sealant," "fabric protector," etc.

A: It may not be your staff's fault. They might be telling you that selling anything they don't believe in is tough. If your customers are also skeptical, it's a real battle. A competent aftermarket supplier will demonstrate to your entire staff that its products work, have value backing and credibility. Otherwise, you are better off private labeling. Credibility is one of the most important things an outside chemical supplier has to offer a dealership.

Dealer: There are just too many companies, claims and salespeople—it's too hard for a dealer to sort it all out.

A: It's not really difficult. Before you consider a supplier, find out first if they can offer you what you really want—and then, make them fully identify themselves before you consider their claims.

Hand them the following list and demand you receive all the answers in writing prior to any meeting:

- 1. Name and address of company supplying the product.
- 2. Name and qualifications of all company officers and anyone who will be handling customer service or employee training.
- 3. Identify if the company is the actual manufacturer, a distributor or agent of each product it wishes to present to the dealership.
- 4. If the firm offers a warranty, enclose copies and supply the following:
- Is the company backing the warranty willing to give you evidence of product liability and warranty insurance on each product offered? Enclose a copy of the certificate of insurance if applicable.

If the company uses self-insurance, trust accounts, combined dealer reserves or any unregulated fund, enclose a statement showing the total dollar limits imposed on an individual dealer, if there are any law suits currently against these funds and under what conditions the dealer may hold his own reserves.

CHEMICALS& PROTECIANTS

5. Is the supplier and/or the original manufacturer willing to personally certify that every claim in their literature is true?

6. Can the dealer appoint anyone to inspect the facilities where customer warranties are filed and the actual manufac-

turing facilities and/or research laboratories?

Dealer: How important is name brand advertising and customer recognition in the aftermarket?

A: Exposure is important, but all the customer recognition in the world will not overcome the resentment resulting from warranties that expire unjustly, or products that don't stand up.

Dealer: What's wrong with a little over-exaggeration or hype?

A: It's wrong because you never lose only a little credibility.

Dealer: I have one supplier who can offer me everything—aftermarket chemicals, vehicle-breakdown insurance, F&I services, striping, etc. Why not have one supplier do everything?

A: We don't believe it's a matter of who sells you as much as what you bought. Few companies, or people for that matter, can do everything "the best" or even "well." Every product that you sell should be good enough to stand alone—and any supplier who is honest about its pricing policies will confirm that fact.

Dealer: What guidelines can a dealer use in today's chemical aftermarket?

A: 1. Never allow any vendor to "pack" your dealership—require every supplier to defend each product and its cost individually before you purchase.

2. No matter how well things are going, interview at least two other suppliers yearly. It keeps your suppliers on their toes and you up-to-date with what's going on in the industry.

3. Review your aftermarket staff's compensation plans regularly and be especially aware of your demands for competent productivity if your suppliers only offer incompetent products or support.

4. Demand that all claims your staff uses or is contained in any literature distributed are completely documented in writing.

5. Insist on an open and honest relationship. Your supplier should be willing to show you its facilities, reveal its qualifications and demonstrate and capabilities claimed, such as warrant processing and manufacturing.

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Leonard Felman is vice president of TST-Total Systems Technology Inc. in Pittsburgh, PA

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Atchley Ford
Omaha, NEBR
Autohaus

Cohasset, MA

Barcomb Motor Sales

Hardwick, VT

Bauer Ford Mercury
Brookville, IN
Pete Baur Pontiac

Strongsville, OH
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Manufacturers of a full line of aftermarket chemicals, including rustproofing and paint, fabric and vinyl sealants, as well as a complete line of used-car reconditioning products. Currently in 24 states and three foreign countries. Circle #3.

Automotive International Inc.

11308 Tamarco Court Cincinnati, OH 45242 15131489-7883 [800]543-7156

David W. Besuden, president Richard L. Hallberg Jr., vice president/sales David L. Besuden, sales manager

Field locations throughout the U.S.

The company's products include Car Life Waxoyl Rust Inhibitor; Glaze Gard Paint Sealant; Fab Gard Fabric Protector; Sound Gard Under Body Insulator; and Ready Prep. Cleaner/Solvent. Circle #7.

Carecraft Industries Ltd.

8125 Stayton Drive Jessup, MD 20794 (301)997-3300 (800)638-9674

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Products distributed through independent distributors in the U.S., Canada and Europe

Carecraft sells and services a complete line of paint sealants, rustproofings, fabric preservers, undercoatings and vinyl preservers. Warranties issued by Carecraft in connection with these products are individually insured by a major insurance company. Circle #34.

DuraGuard Inc.

20 Cottage Place New Rochelle, NY 10801 (800)LIKE-NEW (800)533-7227 (NY)

Robert W. Shoenfeld, president

DuraGuard markets a variety of high-quality, insured aftermarket products, and provides sales aids and training to achieve higher dealer profits. Circle #35.

ECP Inc.-Auto Armor

1200 Jorie Blvd. Oak Brook, IL 60521 (312)986-2400 (800)323-3521

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Tom Hobby, president

Manufacturers of car care products: branded and dealer-labeled sealants (paints, fabric and vinyl), rustproofing and undercoating (flat spray and fogging systems). Support products include car wash cleaners and compounds. **Circle** # 16.

Liquid Glaze Inc.

Jordan Road, P.O. Box 482 Toccoa, GA 30577 (404)886-6853

J.C. Lawson, president Martha H. Lawson, vice president/treasurer Ronnie Roberts, general manager

Liquid Glaze manufactures a complete line of automotive appearance products for used-car reconditioning and new-car make ready. Also available are protective coatings (with or without warranty program), including Liquid Glaze Paint Sealant, Finish Renewer, Fabric Guard and Sound Shield. Liquid Glaze has served the automotive industry since 1918. **Circle #36.**

Maurer-Shumaker Inc.

37025 Industrial Road Livonia, MI 48150 (313)591-0800

Terry Maurer, president Gary Shumaker, vice president Joy A. Daudlin, marketing director

Ultramate 2800, used in the OEM market and now being introduced for the aftermarket, is a uniquely formulated rust-preventative oil that forms a waxy film to protect metal, lubricate and free rusted parts and gummed machinery. Ultramate 2800 also protects against salt water corrosion. Circle #37.

Nationwide Ultra-Seal Inc.

84 Sylvester St. Westbury, NY 11590 (516)997-5430; (800)645-3466

Ted Greenseid, president George Caron, vice president Maggie Lang, secretary/treasurer

Wallingford, CT (203)265-2966

The company's products include Ultra Seal Paint Sealant with DuPont Teflon®; Ultra Seal Mist Spray Rust Preventative; Ultra Seal Quiet Ride; Ultra Seal Fabric Seal; Ultra Seal Leather Seal; Ultra Seal Vinyl Seal; Ultra Seal Truck Bed Liner; and Ultralock and Ultralock Perimeter alarm systems. Circle #19.

NICO-Neoprene International Corp.

P.O. Box 277 Jonesboro, GA 30237 (404)478-9590

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Patented neoprene rubber coating rust protection, sound shield, fabric shield and vinyl shield. All products have optional lifetime limited warranties; complete dealer services program to operate new and/or used car get-ready departments on contract basis. Servicing auto dealers since 1975 with the lowest 10-year claim rates in the industry. **Circle #38.**

Pennzoil Co.

P.O. Box 2967 Houston, TX 77252 (713)546-4000

Dr. Richard Howe, president, Pennzoil Co. Wayne Warren, president, Pennzoil Products

Eastern region: Atlanta, GA (404)843-2434 Pacific region: Los Angeles, CA (213)385-0311 Midwest region: Littleton, CO (303)795-0786

The Pennz-guard line consists of two types of rustproofing, Pennz-guard I and Pennz-guard II Rustproofing; Pennz-guard III Undercoating; Pennz-guard Paint Sealant; and Fabric Protector. Total application times vary from one hour down to 15 minutes, and labor costs are very low. The Pennz-guard line is available only through new-car dealerships. **Circle #39.**

Ralrube Inc.

36977 Fox Glen Farmington Hills, MI 48018 (313)661-0260

Steve Fine, president

Rustproofing, paint sealant, fabric sealant, vinyl sealant, car appearance products, maintenance and performance products, body shop chemicals and industrial chemicals. Company manufactures all above products; over last 10 years have private labels for 20 brands. Sell direct to dealers. **Circle #22.**

Ridgeway Chemicals Inc.-Tektor

P.O. Box 340 Catawba, NC 28609 (704)478-2161

Joseph H. Gigler, president

Tektor appearance protection system, in-house dealer and technical training, reconditioning and full-line backshop chemicals. **Circle #40.**

Rusty Jones Inc.

6200 N. Hiawatha Chicago, IL 60646 (312)794-8500 Michael Mater, president Tom Nitch, executive vice president

Auto appearance maintenance products and services. Circle #41.

Sikkens Car Refinishes

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Jan Van't Riet, group vice president Rick Dolan, marketing manager

OTO Bodycoat is a water thinnable coating intended to prevent chipping of paint systems under impact of stones and gravel on lower body parts. OTO Bodycoat matches the texture of OEM gravel guard coatings. Circle #42.

Siskin Enterprises Inc.

185 S. State St., P.O. Box 58 Salt Lake City, UT 84110 (801)359-9427; (800)453-8470

Willard A. Nisson, president Don H. Miskin, marketing director Larry J. Hays, national distribution manager

Perma-Plate complete chemical protection package, sold exclusively to new car dealerships with full repair, transferable warranties. Product line includes Paintguard (five-year warranty). Fiberguard (three-year warranty), Rustguard (lifetime warranty), Vinylguard (three-year warranty), and Soundguard (lifetime warranty): as well as preseal, water spot and acid rain rever and heavy duty cleaner. Circle #24.

Thermo-Guard Inc.

3800 Inverrary Blvd. Fort Lauderdale, FL 33319 (305)735-4700; (800)327-5120

Lew Small, president Hap Hirsh, chairman of the board

Nationwide network of operations

The company's product line includes paint sealant, rustproofing, fabric/suede protector, vinyteleather protector and sound deadener. Circle #27.

Total Systems Technology Inc.

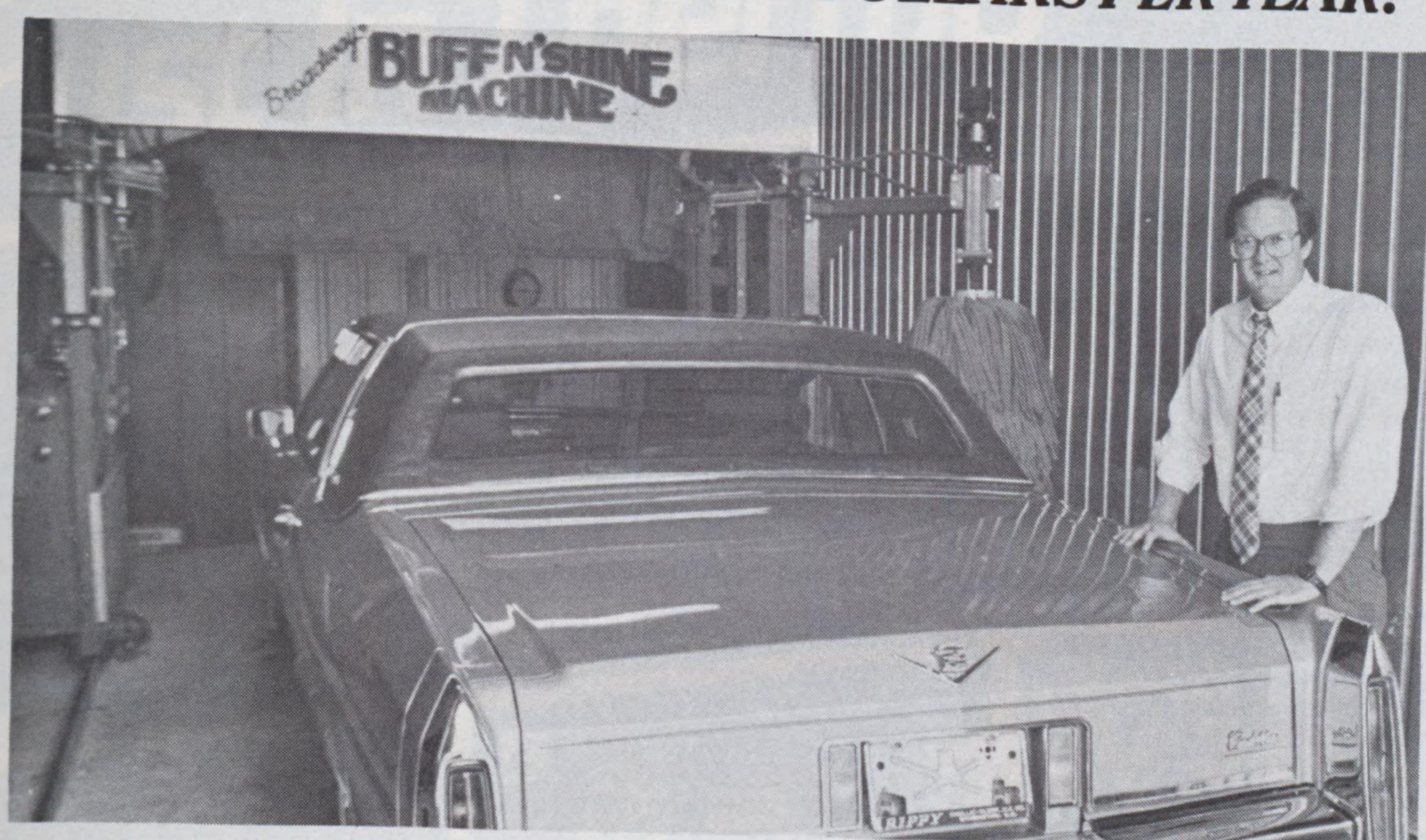
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Complete vehicle acid rain and fallout cleanup systems; three paint sealant systems; two rust and corrosion systems; two fabric protector systems; complete reconditioning systems; 11 hours of video sales and training tapes; and research and development laboratories available for dealers' special projects. Circle #28

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AUTEC is a primary part of the profit picture at Rippy Cadillac-Oldsmobile in Wilmington, North Carolina. According to Allen Rippy, the dealership uses paint sealants, rust proofing, undercoating, fabric protection, floor mats, pin striping, body side molding, and an assortment of backshop cleaning and prep products from AUTEC. "We buy as much of everything through AUTEC as we can," he explains. "That's because we get better prices on everything from AUTEC—chemicals, equipment, you name it."

The Rippy dealership also uses automated prep equipment from AUTEC, including the Broadway Buff'n'Shine Machine and All-Cloth Car Wash. "That equipment pays for itself," Allen Rippy says. "There's just no question about it. And it does a beautiful job. There's no way a man can put on the kind of finish that this machine does in a matter of ten to twelve minutes.

"With AUTEC's automated equipment, we have something tangible to show our customers. If a customer looks at our addendum sticker and says 'What's this \$495?' we just show them what it is. We show them the cloth car wash and we show them the buff machine—which nobody's ever seen before—and we show



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Distributor & Sales Representative Inquiries Welcome.

Circle #16 on Reader Service Card

them exactly how we rustproof the car. It gives the customers something they can get a hold of. It's real.

"But equipment is only as good as the service you get on it, and AUTEC gives us first-class service. We've had very, very little down time. The people at AUTEC really do what they say.

"There's no question about the profit. With AUTEC we make an extra quarter of a million dollars a year in net profit. That's a good solid figure."

AUTEC helps Rippy Cadillac-Oldsmobile create customer loyalty by building dealership identity. "We call our program the Rippy Three-Way Protection Plan," Allen Rippy says. "AUTEC produced the house brand labels and the addendum stickers and everything for us. AUTEC does the whole thing. They even send each customer a notice every six months, so he comes back in to have the treatment updated. That letter generates more than just a buff job; it creates extra Service Department income.

"What it really boils down to is this: we're the ones who have to satisfy our customers when something's not right. In the customer's eyes, the dealership actually sold him the product, not some other big company somewhere. That's why a house brand and a dealership identity program from AUTEC has so much validity. Rippy's Three-Way Protection Plan is our product; it's our service. We warranty it, we do it all. We can get a warranty through AUTEC, but we give the customer the warranty. That makes it much easier to sell. We're the ones making a profit with it, we're the ones putting it on the cars, and we're the ones that stand behind it. So why not call it Rippy Three-Way Protection? It makes sense to do that.

"From the labels and the addendum stickers and the sales training to the machinery and the chemicals and the floor mats, AUTEC provides everything. AUTEC takes care of everything. It really is a fantastic service. There's no question about it."

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4394 Roseville Rd., P.O. Box 1136 North Highlands, CA 95660 (916)481-5774; (800)824-5182

Richard Smith, general manager Dick Glave, marketing/design manager

354 distributorships nationwide

Applicators of paint protection polisher and sealant; Scotchquard carpet and upholstery protector; internal rust inhibitor; underbody rust inhibitor; car wash; acid rain treatment; black trim dressing and multi-surface protectant. The company has an international network of trained applicators and an extensive warranty program. Circle #43.

Truco Inc.

4301 Train Ave. Cleveland, OH 44113 (216)281-0068

Richard P. Hoskins, president Harriet Miller, executive secretary Christopher Hoskins, automotive sales manager Jerry Lieberman, marketing director

Ocala, FL (904)732-4344 Stockholm, Sweden 08-7520190 Bangkok, Thailand 234-1382

Truco Inc. manufactures a complete line of proective automotive chemicals which include various rust inhibitors and undercoatings, paint sealant, fabric protector, vinyl conditioner and much more. All are competitively priced and are backed by a fully insured warranty. Circle #44.

Tuff-Kote Dinol Inc.

25200 Malvina Warren, MI 48090 (313)776-3040

Thomas Mack, president Tom Gallagher, advertising manager

The company's products include Tuff-Kote Dinol Rustproofing; System 6 Paint Glaze; Inner-Kote Fabric Protector; and Panarama sunroofs. Circle #45.

Ultra-Shield International

130 Chestnut St. Foxborough, MA 02035 (617)543-9222

Timothy A. Fraumann, president

Rustproofing with lifetime warranty; undercoaling and paint sealants with five-year warranties, fabric protectants with a three-year warranty, and vinyl and leather protectants. All warranties are fully insured. Circle #46.

Valley Oil & Chemical Corp.

P.O. Box 930 Levittown, PA 19057 (215)946-0616

Michael P. Lavery, president

The company's products include rustproofing, undercoating, paint sealant, fabric protector, vinyl protector and leather protector. Circle #47.

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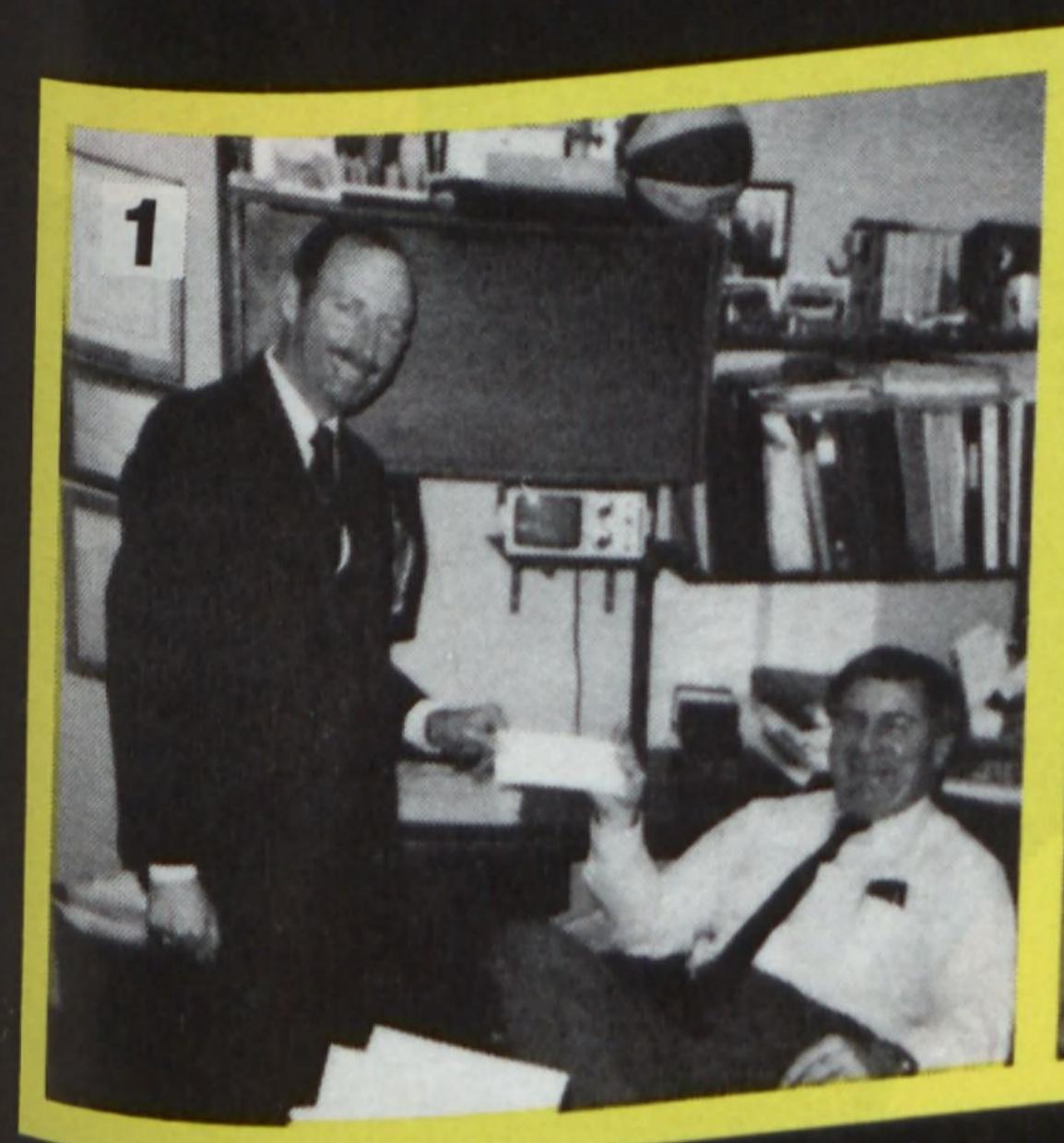
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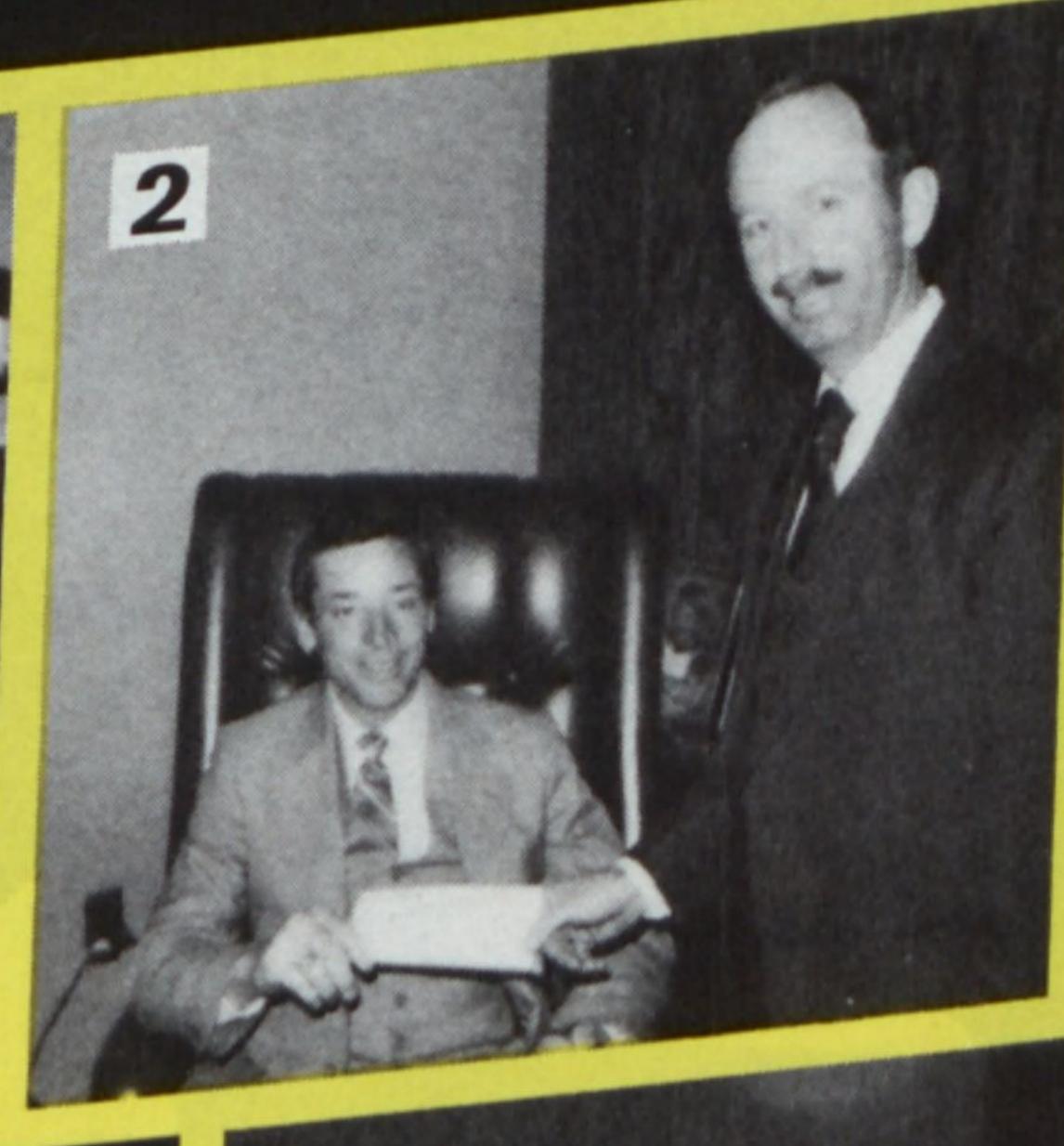
Farmington Hills, Mich. 48018 36977 Fox Glen

Circle #3 on Reader Service Card

Circle #22 on Reader Service Card

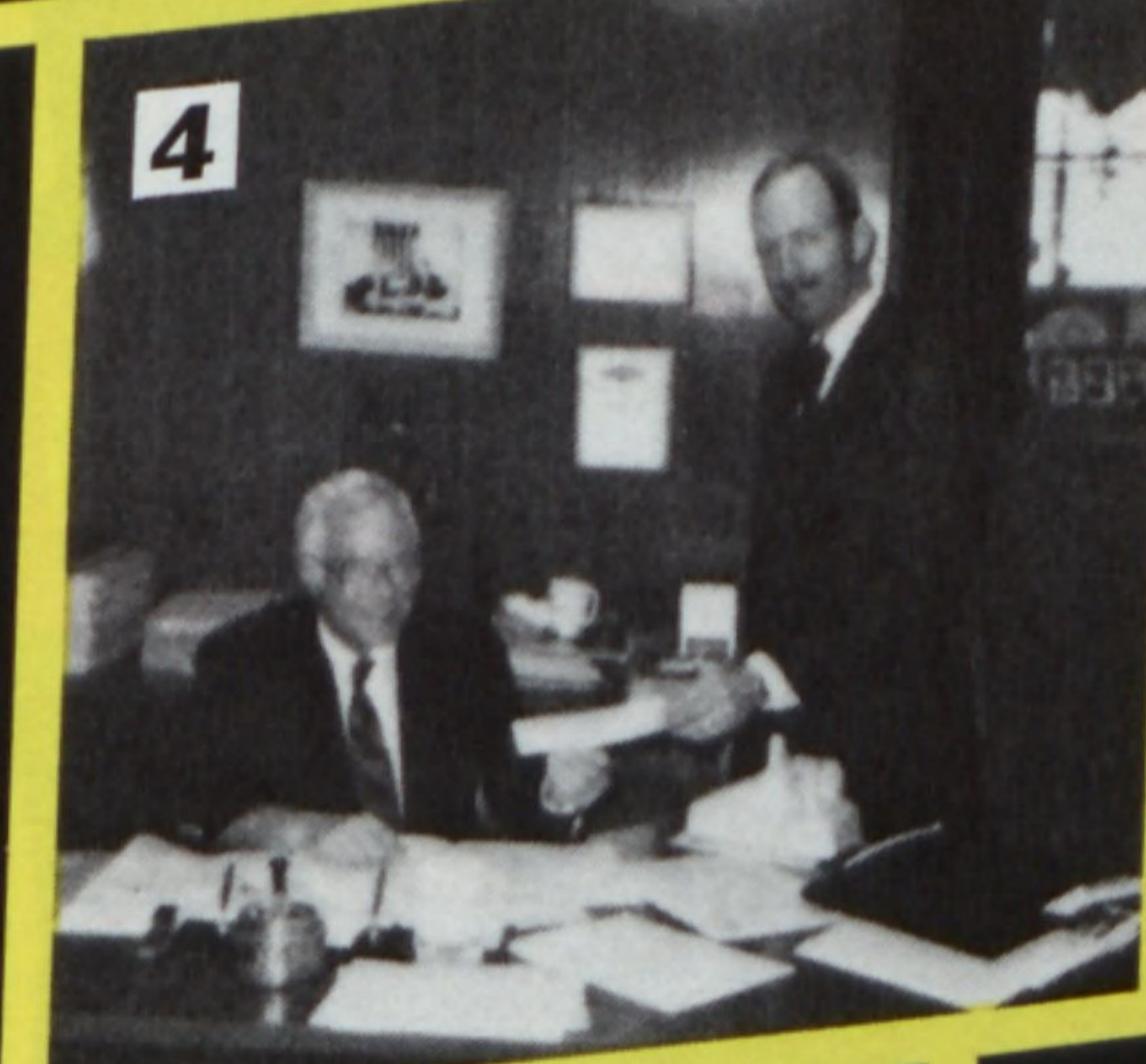
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You and your customers are backed by the Ziebart warranties on all products which means you never have to worry. Leaving you with greater profits and no hassles.

After you've read what others say about Ziebart, find out what Ziebart can do for you. Just call Dick Bass toll-free at: 1-800-521-1313 or send the attached coupon for more information.

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"People are in here every week trying to sell me their products because they are cheaper. I'm not interested in what's cheapest. I want the products with the best overall profits and that's why I stay with ZIEBART." — Doug Moore, Westborn Chrysler-Plymouth, Dearborn, MI

The Ziebart name is well-recognized. And customers will usually ask for a product they're familiar with. What this means for the car dealer is an easier time selling other after-thesale items, such as extended warranty and credit life. The benefit of Ziebart is more sales at higher tickets, and better profits for you.

"You can't beat offering customers
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fabric protection — especially when
they have the ZIEBART name of
them." — Tom Harbeck, Day
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Ziebart offers Lifetime Limited
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car's sheet metal, paint, interior fabric and more. The car dealer won't have to tie up his valuable time since Ziebart will handle all warrants related services.

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"Rustproofing has been definitely easier to sell with the ZIEBART name. Most people never question the price of ZIEBART." — James Flood, Holiday Auto, Inc., Olds-Cadillac-Mazda-Subaru, Fond du Lac, WI

For over 20 years, Ziebart has been offering products of the highest quality backed by excellent service. The Ziebart name has become the recognized leader in the industry today.

Name

"ZIEBART is the easiest to sell and service — we wouldn't consider any other product. They are well organized and managed — not another fly-by-night operation. We care enough about our customers to offer them only the best."— Glenn Koch, Coral Datsun, Daytona Beach, FL

Ziebart programs can be tailored to your needs. There's no investment necessary for material or equipment under any of our programs. And no money will be tied up in inventory, because you pay for the service on a per car basis after it's been sold.

ervice

"ZIEBART equipped us and trained our technicians so we do the work here with our people. But when we get too busy, our ZIEBART Dealer does the overflow at his Shop a very accommodating setup." --Bill Martin, Martin Chevrolet-AMC, Saginaw, MI

Ziebart services you in several ways. Our way: you provide the car. A Ziebart dealer will pick it up, process it and return it to you ready for delivery. Your way: Ziebart provides the material, warranties and training for your employees. You provide space, overhead and labor. Both ways: A Ziebart dealer will provide the material, labor and warranties. You provide the space and overhead. Call Dick Bass toll-free 1-800-521-1313 for further details and to find out which package is right for you.

Fexiolity

Multi-Services

"With all the appearance and protection services offered by ZIEBART, it is easy to put together a package to suit every customer. And the annual maintenance is a good value for our customers." - Bob Forbes, Forbes Bros. Inc. (Chevrolet-Olds), Brantford, Ontario.

Ziebart now offers a full line of appearance and protection services for new and used cars: Rust Protection, Paint Protection, Fabric Protection, Sound Deadener, Splash Guards, Sun-Roofs and Rust Eliminator. Our full line means you can do business with one supplier for all products.

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ummer is just naturally a more melodious time of year. Bluer skies and more freedom make people hum and sing. It's a time to to roll down those car windows and crank up the stereo. You might say people begin to think "sound."

This is no secret to aftermarket auto sound manufacturers, who do 40 to 45 percent of their annual retail car stereo sales in the four-month period from May through August. Manufacturers and retailers step up advertising and promotions to meet summer demands, and it's unusual to see a Porsche or Ferrari parked outside an auto sound store with to near max, beckoning like an irresistable siren to beach-bound Yuppies.

On the other hand, automobile dealers do very little to take advantage of this time of year, for that matter. "In many pulls right out of the dealership and goes says Jay Jenis, president of J & J Corp., brands of aftermarket radios. No one exwith auto dealers to go head-to-head asks, "why give the business away?"

Can auto dealers cash in on the sumto upgrade and sell a better unit with
profit than factory systems," says Jenis.

Son, he can make a lot more than the 15
tens, he can make a lot more than the 15
tens, he can make what he wants."

With aftern who don't want to bother you say to the customer who says, 'I want is also president of the Car Audio Special-dealers who exercise the delete option who of the cars have more sales flexibility. "The aggressive dealer who can brings his sticker down and add things on cars fully loaded," Jenis says.

SQUADS of Summer

Factory installations and upgrades are on the rise, but there's still plenty of profit in aftermarket sound.

By Ted Orme

Is the Aftermarket Being Phased Out?

Like many in his industry, Jenis is understandably concerned with a marked trend toward radio standardization by auto manufacturers. The April 1985 CASA Newsletter reported a 17-percent rise from 1984 to 1985 in the percentage of domestic cars which arrive radio standard, from 74 percent to 91 percent. Upgrades from AM systems rose 8 percent



Buick's new Graphic Control Center, to be introduced on the '86 Riviera, features a touch-sensitive TV screen that controls five functions—radio, climate control, trip monitor, diagnostics and gauges.

in the same period. The percentage of radio standard imports increased only 3 percent, from 62 percent to 65 percent, but imports have a significantly higher percentage of upgraded standard equipment audio systems. Only 1 percent of 1985 imports come with a AM or AM/FM monaural system, compared with 59 percent of domestics.

"CASA largely attributes this practice of expanding radio standardization and upgrading of auto-sound systems to the expiration of its five-year radio agreements at the end of the 1983 model year," says the CASA Newsletter.

"Although the percentage of radio-standard vehicles which are deletable for credit did not significantly change in 1985, the delete option is practically meaningless to consumers as it is presently offered," the newsletter adds. "Because it is exercised at the factory and not the dealership, the delete option in effect is available only to car dealers and those few consumers who know to special order their cars to delete the standard equipment radio. New-car dealers who remove radios upon consumer request either cannot return or receive full credit for the deleted radio."

CASA would like to initiate a federal drive to mandate car audio freedom of choice, as it did in 1978. But a national legislative campaign would be a prolonged and costly effort. CASA also notes the "trend in the Reagan Administration toward deregulation of business and a noticeable lack of major antitrust cases filed," and concludes such a campaign would be an uphill fight.

Instead, the association is attacking the problem at the state level. Legislation

"In many cases, customers pull right out of the dealership and go around the corner to buy their system."

aimed at restoring free choice of audio equipment to new-car buyers was introduced this spring in Florida. The bill also benefits car dealers by enabling them to receive full credit for pre-installed radios which are deleted at the dealership and returned to the vehicle manufacturer, importer or distributor. If this bill is successful, CASA will take its case state-by-state.

Plenty of Business for Everyone

A new study by Venture Development Corp. (VDC) of Wellesley, MA, confirms that "new-vehicle installations picked up considerably during 1983-84," and the company anticipates the trend continuing throughout the decade. But the VDC study also shows the industry reaching a record \$2.2 billion in 1985, which indicates there is plenty of business out there for everyone.

According to the VDC report, "the move to more sophisticated sound equipment for automobiles has been in high gear since 1979 and will be getting a turboboost this year with the introduction of mobile CD (compact disc) players." The report pointed out further that, "as both automakers and aftermarket suppliers increase sales of higher quality products with more feature-laden components, auto-sound revenues are growing faster than system shipments, a rare trend for a consumer electronics product."

VDC predicts "the factory value of car stereo shipments for installation in new vehicles will grow at an annual rate of 11 percent, from \$1.1 billion in 1985 to \$1.8 billion by 1990. Shipments of used vehicle or aftermarket car stereo systems will grow from just over \$1.1 billion in 1985 to \$1.6 billion in 1990, for an annual increase of 9.4 percent."

Competing in the Future

Clarion Corp., like most car audio industry leaders, is involved with all three markets—retail, OEM and custom units for automobile dealers. The majority of the company's business is retail, but President Don Coleman says Clarion "will be scrambling for more business in all three segments. Our percentages will stay the same, but our business will grow."

Coleman sees two future courses in the custom business. "One is to offer both a better value low-end AM/FM combination unit and a high-end unit with better performance and more features than those made by auto manufacturers. The other is to offer our distributors other products such as alarms, trip computers, chemical programs, speed controls and other items dealers can make a profit on that factories are not strong on." Coleman adds that, "as long as car sales continue strong, so will the custom auto-sound market."

ARA Manufacturing is another major auto-sound firm that has diversified into many accessory areas. Because of that, Bruce Moulder, national sales manager for the auto sound products division, believes, "we are in a better position than ever before as far as auto manufacturers are concerned. More vehicle options means the aftermarket upgrade business is getting better, too. I think the future looks brighter than ever."

Moulder says the long-term challenge to aftermarket manufacturers is to keep pace with technological changes in factory systems. "Auto manufacturers are using more and more computerized systems, and all the accessory products we produce in the future must be able to interface with these onboard computers. Companies that are willing to spend the research and development dollars to keep pace with these changes are going to survive and prosper. The others won't make it, and that in itself will give us a larger chunk of the market."

"No Lock Out," says GM

We are not trying to lock the aftermarket out," says Michael Williams, senior marketing administrator for General Motors' Delco Electronics Division, "but we can't sit back. We have to move where the market moves."

Williams acknowledges there has been "a great jump in the sale of premium products, particularly cassettes," but adds, "that's were the market is heading. We can't stand still."

"I think what the aftermarket is worried about are those units where we had to

put a control unit one place in the car, then hide the radio somewhere else, he says. "In the Somerset Regal, for instance, you have that little pod-mounted head out there. It has a digital data link micro processor, and when you punch some thing on that control head, it 'talks' to a talk on the dash. That's the unit I'm getting calls on."

The problem, adds Williams, "is the real estate in that dash is very limited. You have to fight for every inch. That, and the fact we are trying to be as technologically advanced as possible, technologically advanced as possible, are the reasons we go to sophisticated units like this. But to be fair, we put them in very few cars."

Digital data link sound systems will probably seem mild compared to what manufacturers are planning for future cars. This fall, GM will be the first manufacturer to install a cathode-ray-tube (CRT) in a car. The "Graphic Control Center" is a joint project of Buick and Delco divisions, and will go in the all-new 1986 Buick Riviera. A small, tough, sent sitive TV screen will be able to integrate a large number of controls into a single unit. The CRT will call up information on the radio, clock, trip computer, heard and air controls, or any other onboard system GM cares to plug into it. Eventually, through the use of cellular tele phones, "you will be able to take stock quotes in the vehicle or call up and make airline or hotel reservations," says iams. "The sky's the limit."

Whether or not the aftermarket whether or not the aftermarket rewards with this kind of technology mains to be seen. In the meantime, mains to be seen. In the meantime, is a \$2-billion market out there beggins for involvement.

As the VDC study points out, venues from car stereo system shipment continue to grow faster than sales home audio for many manufacturers, he heard is not from the living room family but from the driver's seat of the family car."

Ted Orme is a contributing features writer lu.

Automotive Executive magazine.

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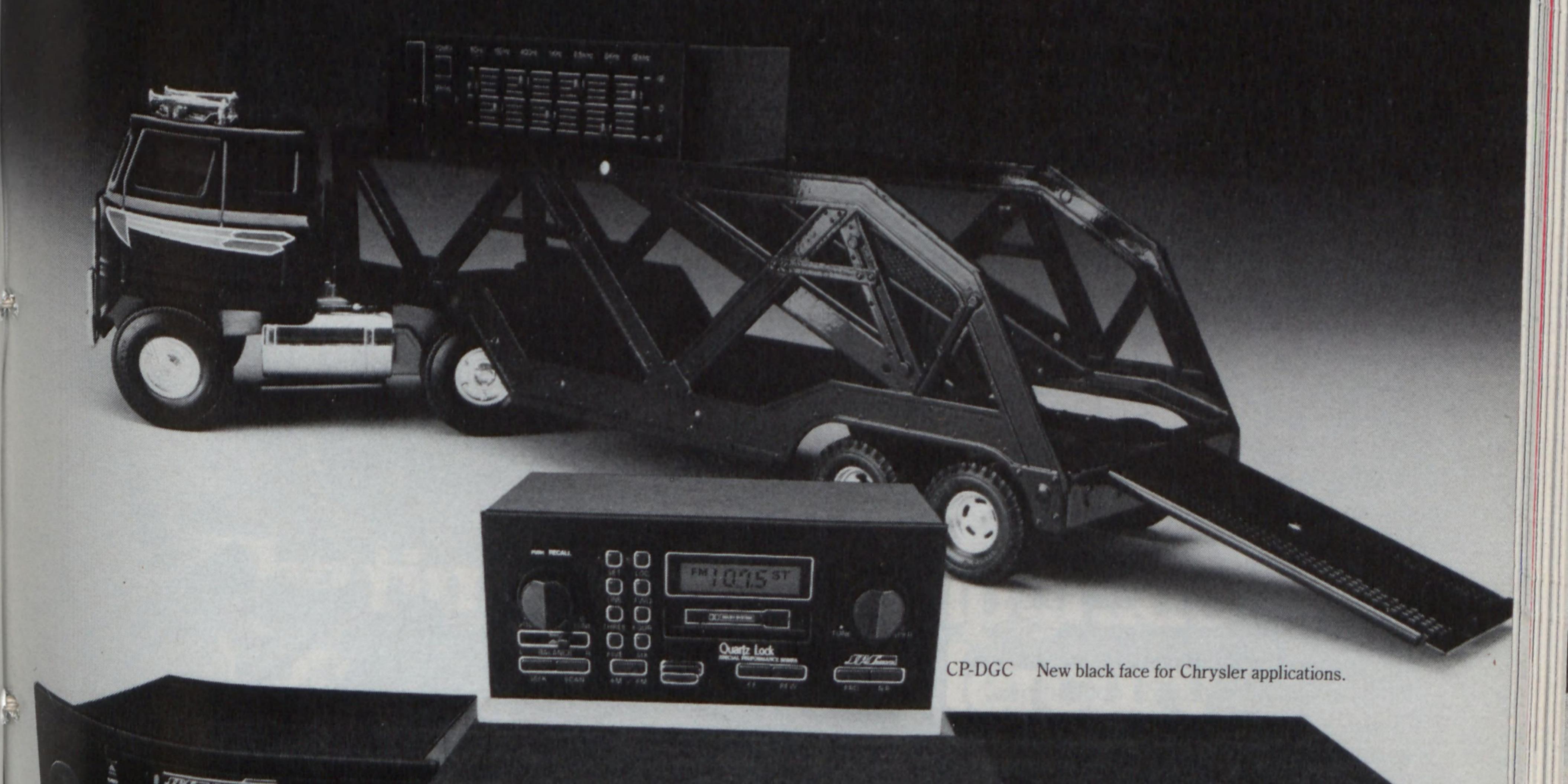
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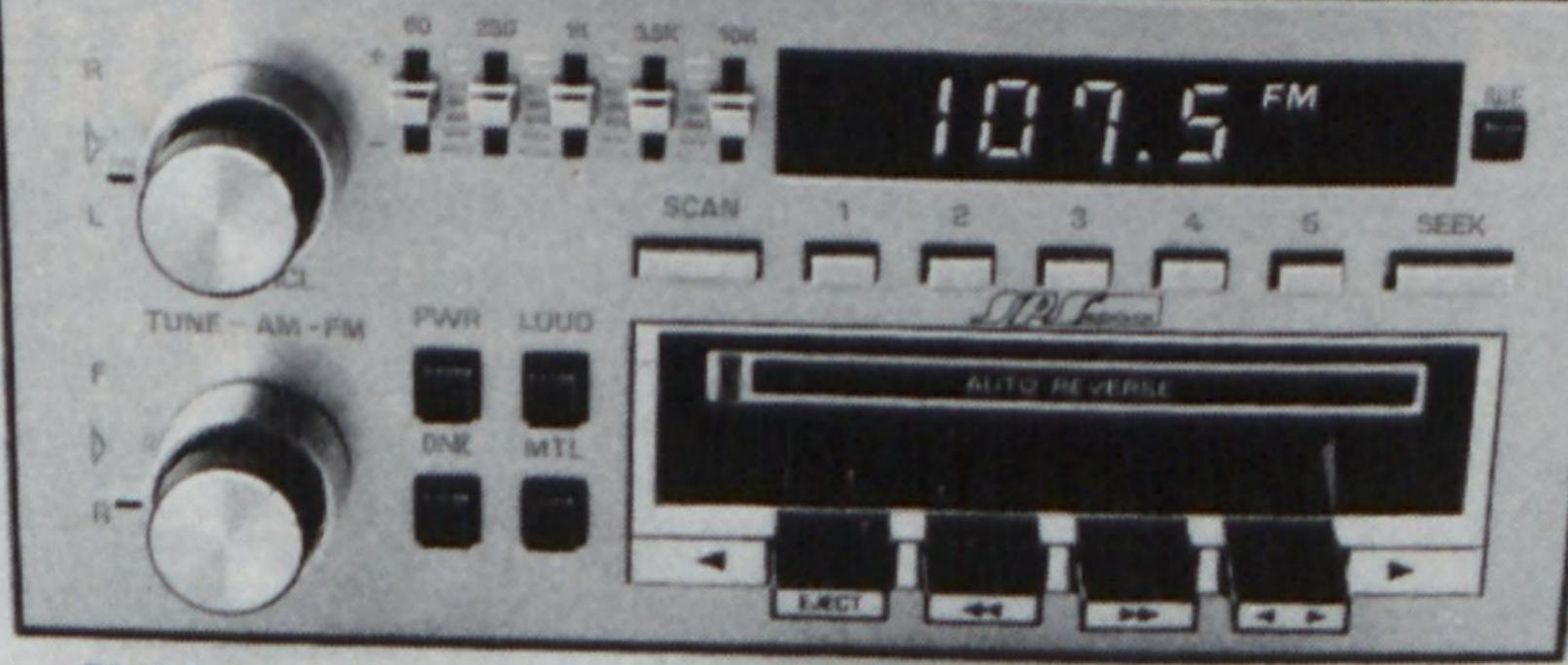
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Inside Auto SQUAD Research

he average new-car buyer—and dealers as well—might be surprised to learn how much time and effort go into the design of today's high-quality automotive sound systems.

According to Lawrence Lopez, executive engineer with Ford Motor Co.'s Electrical and Electronics Division, the automobile's complex acoustics present sound engineers with a variety of challenges.

"Many factors affect the performance of an automotive sound system," he says. "Materials, glass angles, structural and acoustic resonances, road and engine noise, speaker placement and mounting all combine to shape a car's overall acoustic environment."

Lopez notes that a car's interior is a "small, generally noisy, 'dead' enclosure." Each component in an audio system, such as the radio chassis, amplifier and speakers must provide optimal performance to achieve the quality sound new-car buyers have come to expect.

According to Lopez, an identical sound system installed in different cars will sound different in every case due to the acoustic effects of sound absorption, reflection, trim levels, vibration, engine and road noise, frequency responses, speaker position and mounting, and structural and acoustic resonances:

"Even within the same car line, trim options will make a difference," Lopez says. "In short, an individual car's physical makeup has a profound influence on the degree of harmony which can be achieved between a sophisticated automotive sound system and the driver of that particular car."

He says that driver tastes and expecta-

Suppression performance testing on the Ford Aerostar's new "SuperSound" system takes place in an anechoic chamber at Ford's Diversified Products Technicial Center in Dearborn, Ml. The optional sound system has an electronically tuned AM/FM stereosearch radio with cassette tape player and graphic equalizer, rear compartment controls with headphone jacks and six speakers. Shown checking for noise sources that might cause interference to radio reception are Ford engineers William Adamson (front) and William Forbes.



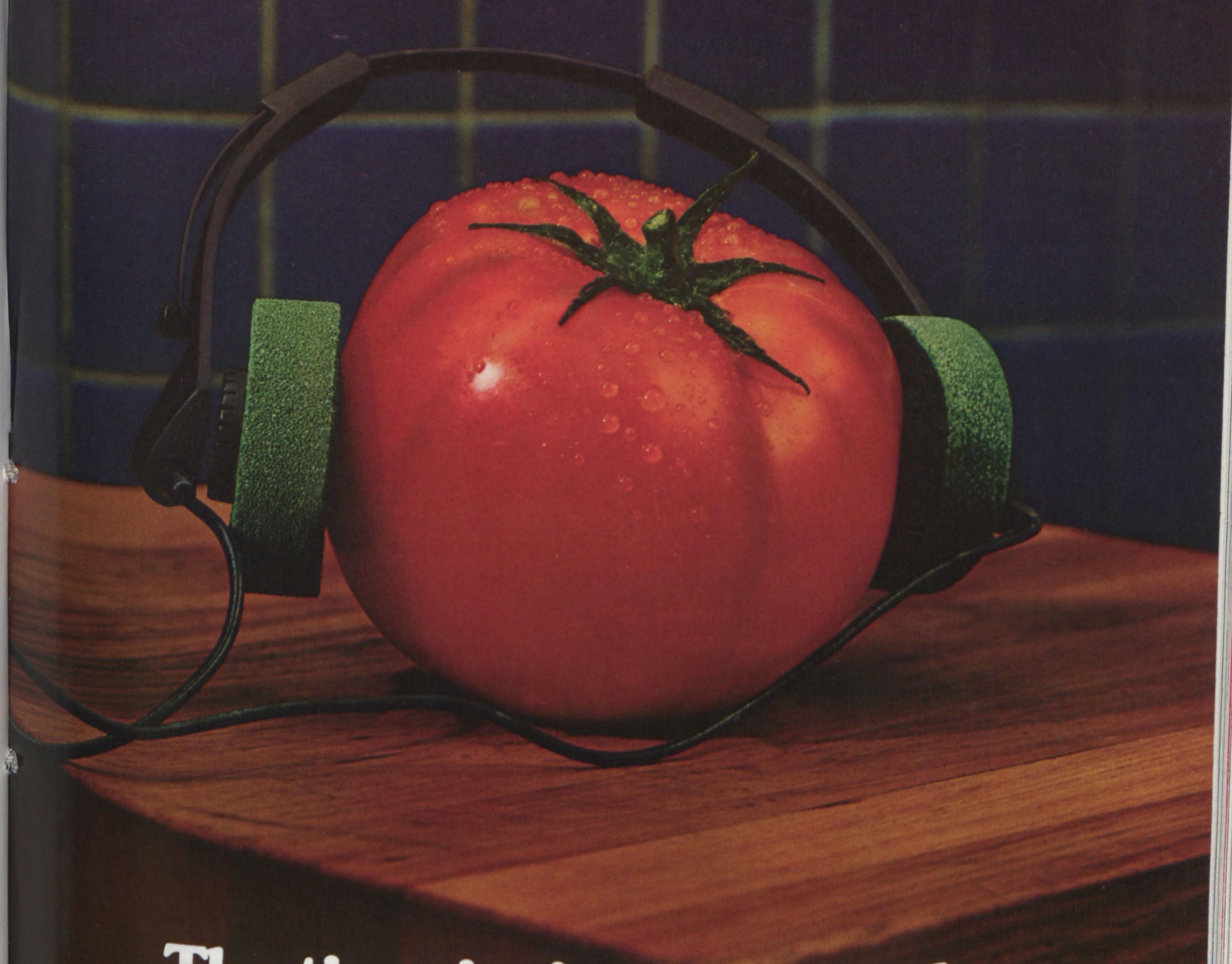
tions are also becoming more discriminating.

"Although some drivers may not be able to hear the full spectrum of music and others are untrained or have little interest in high-quality music, there is still a great increase in the total demand for high-quality sound systems.

"In an effort to match the quality of home entertainment systems, several concepts have emerged in recent years. Cassette tapes and reverberation devices are among those introduced to improve the quality of car sound. But the fact remains: although many studies have been conducted to measure the perceived per-

formance of sound systems in large halls and auditoriums, not enough is known to date about sound perception in the unique acoustical environment of the automobile.

"We know more about what needs to be studied," he says, "but it's still a kaleidoscopic pattern with ever-shifting variables for the sound engineer to ponder. Some have been identified and many now be monitored and quantified. Many more remain for the designer to Many more remain for the designer examine and understand before perfect harmony between car and sound can be achieved."



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SALESPEOPLE:

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Notice how light it is?"

becoming more rare, thanks to carefully orchestrated efforts by domestic and import manufacturers to familiarize salespeople with their products. But there are still too many underachievers around, or—at the opposite end of the scale—so-called "aggressive" salespeople out to sell price. They glory in being "strong closers" and little else.

Says Chuck Albert, general leasing manager at Ourisman Chevrolet, Marlow Heights, MD, formerly a top salesman, "The sales end of the automobile business has become much more complicated. In many cases, each department of a big dealership is a separate institution. Salespeople become order takers with little in-depth knowledge of the products they handle. To get by, some blatantly misinform the buyer.

"Surely it's obvious that a customer who has been pressured into buying a car he didn't need, never really wanted and can hardly afford, is an ambulating time bomb! He goes down the road hat-

By John Bentley

ing your dealership and the car that was forced on him. The damage this can do is incalculable!"

Spearheading efforts to correct the situation is a carefully structured quiz called CSI, or Customer Satisfaction Index. Aimed at the buyer, CSI asks such questions as: How were you treated by the salesperson who sold you the car? By the dealership in general? How were you treated by our service department? Was the warranty carefully explained? Were all the car's features explained? Was the car delivered in clean condition?

Study Your Customers

"Even today, foreign-car dealerships and salespeople are better-informed about their products than our people," says Mike Davis, Ford's marketing projects manager. "But we're working hard to correct this. The key lies in retraining salespeople for the particular type of customer they deal with.

"For instance, Yuppies are technically oriented. Telling them a family sedan has a better drag coefficient than a jet fighter would send them running out of the showroom in gales of laughter. I think most of our dealers are aware of this. But there are always some stragglers."

Ford is tackling the problem in a systematic manner. Its Marketing Institute provides attendees with practical sales training.

"Learn about your product and become thoroughly familiar with it," Davis insists. "Our salespeople get to drive not only the new Merkur XR4Ti in places like the Atlanta Race Track, but also our direct competition—BMW, Volvo, Saab and so on. The salesperson leaves, imbued with the firm belief, 'We are superior to the competition, and here's why!' "

Says Jim Leavit, president of Village Ford, Dearborn, MI, one of Ford's most successful dealerships, "The parent company's in-house training seminars do an excellent job. For instance, we have laser disc machines that can quickly be at



SINCERE

ebra Schepper has been with Toyota of Dallas for five years and is regarded as one of its star salespeople. In 1983, with a sales total of 1,300, she topped all Toyota salespeople nationwide. A five-year member of Toyota's exclusive Sales Society, as well as a "Master Salesperson," Schepper was awarded a necklace with 13 diamonds, "one for every hundred vehicles I sold!"

Prior to joining Toyota, Schepper sold Porsches and Audis with the same conspicuous success.

Her secret? "I guess part of me is a natural-born salesperson, but you have to believe totally in what you sell. Sincerity is highly communicative."

"At 18," says Schepper, "I would have laughed at the idea of selling cars." Oddly enough, she's not a car nut. "The car business is a people business. You meet many different kinds of people, and that's what keeps me interested."

tached to a TV set. Our salespeople get to watch presentations during lunch hours and absorb a lot of useful information that way. They also ride in and drive Ford models at the Dearborn Test Track."

Four Busy Days

No less prolific and thorough in its training aids for salespeople is Chrysler Corp., which has made such a phenomenal comeback.

Says Tom Jakobowski, public relations spokesman, "Sales training, with us, is a top priority. The Chrysler Marketing Institute oversees a comprehensive program. This consists of classes for salespeople held in the field. In fact, we offer four different programs.

"Trainers go out to 23 different zones for these sessions. First is the cars conference. Sales staff are taught how to sell an automobile in eight basic steps. This is a two-day event.

"Next is a one-day seminar on prospecting. Attendees learn how to locate customers.

"Third is the closing clinic—a one-day course on how to close sales without hassling the customer.

"Finally, there's another one-day seminar on person-to-person selling. The emphasis here is psychological. Salespeople 'unlearn' that they can score by befuddling and confusing customers."

Chrysler is also strong on sales management training and provides two-day seminars that handle both basics and more subtle approaches. Dealers frequently attend these seminars, and there is also a training program for successors.

Adds Tom Houston, manager of Dodge public relations, "What we call SET, Sales Effectiveness Training, also deserves mention. This is a continuing series of videotapes that cover a wide variety of subjects of special interest to salespeople. Sample materials include 'The Need for Quality,' 'Turbo Technology,' 'The Stirling Heights Assembly Plant,' 'Mr. Science on Corrosion Protection,' 'Discount Packages and How They Work,' and so on."

Salespeople, Deliver Your Cars!

"Many things go into the making of a good salesperson," says Bob Kost, GM's director of marketing and educational services. "I'm tempted to say that, almost invariably, a top-notch salesperson makes it a point to personally deliver the car to the customer. But that's obviously not the beginning.

"All GM divisions have training schedules designed to upgrade the professional knowledge and behavior of retail salespeople. They may call these programs by different names, but they all provide valuable training.

"Our best prospects are trained by a new product introduction called Spectrum. Differences between GM models and the competition are clearly shown. Salespeople familiarize themselves with the best features of a given car.

"Then there's the 'walk-around competition,' a bi-annual event. The product is rolled out and each salesperson has three to five minutes to put together a presentation of its best features. The zone

Know Thy Product

office judges each presentation on 10point system. The salespeople focus not on velour upholstery and dummy wire wheels, but on safety, suspension and handling. Videotapes are made of each presentation and winners' tapes are circulated in the zone.

"We do this both for our car and truck divisions," Kost explains, "and during the past year alone we trained 7,000 sales-

people in our two-day programs, conducted at roughly 60 locations in North America. The idea is to take the training out to the student, but we work more on the behavioral end than on mere product knowledge. Simply put, we teach non-manipulative selling. After World War II. dealers could sell anything. The name of the game was hustling the customer. You don't want this car? Fine. I have 10 other buyers waiting in line!'

"But customers have grown up. They know the difference. We tell salespeople that the ballgame has shifted and they can no longer treat people the way they did 20 years ago."

Bob Kost and his staff did a lot of research into the competitive selling of automobiles. How do outstanding sales people operate?

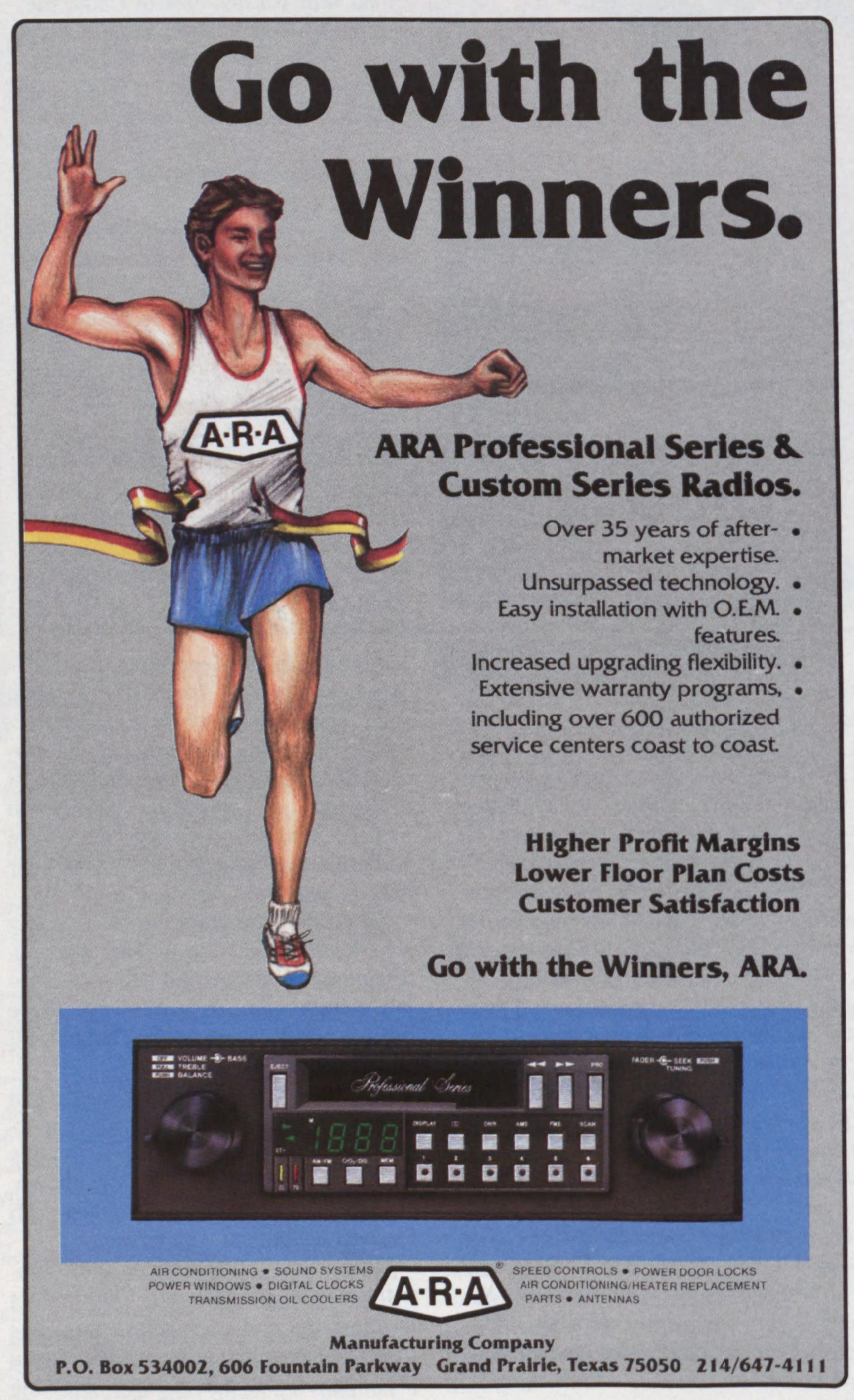
Weeding Out Underachievers

"I mentioned that 90 percent of outstanding salespeople deliver cars personally. There's a reason for this. Delivery is the best means of referral. Contact your customer several times in the first few months and explain the service department up front. Make a product presentation when you deliver the car. You soon rely far more on your own prospecting and referrals than on floor traffic."

Could Bob Kost put this information to work for all salespeople? With dedicated help, he did. Each car division at GM was given the means to upgrade sales. "That meant comprehensive training to professionalize salesmanship. We had sales and service representatives contact dealers. We pilot-tested a hiring device with 50 dealers to help them hire the right salespeople. This device is twice as predictive as anything we know of on the market.

"Candidates who take this course go through a video screening and are asked to respond to several 'roleplays' in which our representative plays the part of cus tomer and the candidate has 10 minutes to sell him a car. Results are fed into a computer. Hiring is based on performance.

"Not only salespeople, but service advisers, technicians and department



Circle #4 on Reader Service Card

heads are put through this test. The best batting average of traditional interviews, including psychological and aptitude tests, was only 30 to 40 percent predictive. Now, we're at 75 percent. That says something."

"The bottom line is clear," Kost concluded. "Hire the right personnel and provide the right training and you're going to get a professional salesperson. Let's face it: right now, auto salespeople rank below politicians in the eyes of the public. Retail sales are low, image-wise. What we're trying to do is stop salespeople from blowing customers out of the door and sending them to our competition."

A Japanese Approach

Over at American Honda, executives don't go in so much for factory-sponsored sales seminars and courses. "What we do have," says spokesman Dave Jenkins, "is a comprehensive fact sheet that can readily be understood even by non-technical people. Useful pointers are simply and clearly explained, such as the advantages of front-wheel drive and the CVCC engine. The fact sheet also contains much useful information for the potential buyer."

Honda also issues factual comparison bulletins aimed at countering the competition. "Take Chevy, for example. Yes, it does have more rear seat legroom. But when you throw in fuel economy, durability, handling and performance, that's another story. Another point our salespeople emphasize is our cars' lifespan and ability to hold value."

Honda's salespeople rely on hands-on sales demonstrations to sway the buyer, Jenkins says. "Show the customer how the trunk and hood fit neatly and evenly. Examine the stitching of the upholstery. Let them get the total feel of the car."

"there's one point we do stress with our entire sales force. Never make derisive remarks. Buyers don't need that kind of pitch. Point out the quality of the product, and let them make up their own minds about the competition."

FORD TARGETS WOMEN'S MARKET

ecognizing the growing importance of women buyers—and the difficulties dealers have serving them—Ford Motor Co. has retained race car driver Lyn St. James to serve as its roving ambassador.

A Ford team driver, St. James races in the prestigious International Motor Sport Association (IMSA) Camel GT series. Off the racetrack, she owns and manages a successful auto parts distributorship in Florida.

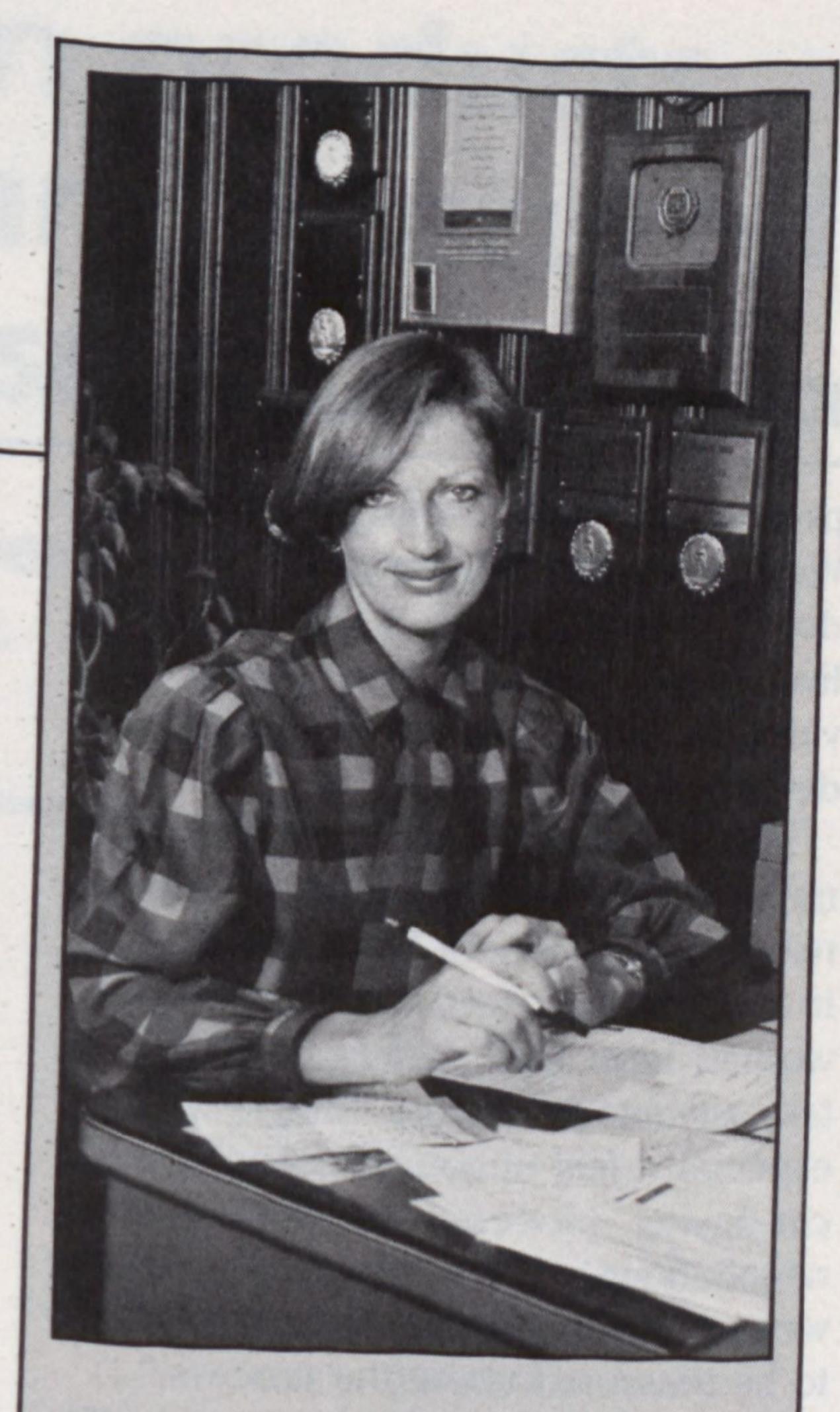
In her role as a Ford consumer adviser, St. James tours the country conducting car-care clinics and driving skills programs for women and consulting with Ford dealership personnel about the special needs of women drivers. During the last three years, she has talked with thousands of potential customers and hundreds of salespeople. Her unique combination of driving expertise and consumer empathy provides Ford with valuable marketing insights.

"If there's a flaw in the design of a door handle that causes a woman to break a nail when she opens it, Ford needs to know," St. James says. "It may not seem like a big concern, but such experiences lead to dissatisfied owners."

The main message St. James passes on to salespeople is to "treat women like everybody else. Treat them seriously.

"Too many salespeople talk down to women buyers or disqualify them as soon as they walk in. That's a big mistake. Women represent a huge market, and if one salesperson ignores them, they'll find a different dealer down the street."

The key to success, St. James says, is the same as with male customers: take the time to determine the prospect's transportation needs, and then sell the dealership's ability to satisfy them. "What do they need from a car? How often will they use it and for what purposes? Do they need room for more than two



STUDY CUSTOMERS

andy Jarvis, ace salesperson in a staff of 12 at Village Ford Inc., Dearborn, MI, one of the busiest Ford dealerships in the U.S., started in the cashier's office, eight years ago. Her smooth handling of customers and pleasant personality soon attracted the sales manager's notice.

"I went into the selling business wanting to treat people the way I'd like to be treated," says Jarvis. "I am not an aggressive salesperson. People dislike pressure. It's a turnoff. First, study your customer's needs, not your commission. Close to 40 percent of our new-car buyers are single women, but anyone who visits a showroom is automatically on the defensive. It's nice to see that wall come down."

If Jarvis senses she's not going to close the deal, "I simply ask the reason. Is it me? Is it price? Is it color? These questions nearly always get a smile, and from then on it's easy."

Jarvis won Ford's Master Counsellor (Sales) Award four years in a row, starting in 1978. In 1984, she won the Grand Master Counsellor Award, the first woman ever to do so in the Detroit area.

Know Thy Product

people? Is gas mileage important? Women need to know what their car will do for them-and how it will make their lives better. Asking these questions provides information to sell against and also develops trust."

According to St. James, salespeople must recognize the slightly different needs and desires of female customers. In addition, they need to alleviate feelings women have that dealers are trying to take advantage of them. "Single women, especially, feel uncomfortable about the car-buying process, particularly price negotiations. More often than men, women are buying their first car and need to be reassured about the process."

Follow-up is also critical, says St. James. "Just because a woman doesn't buy a car on the first visit doesn't mean she's a lost sale. Women often visit two or more times before making a decision. The salesperson who follows up enjoys a distinct advantage with such buyers."

According to Ford research, women spend an estimated \$36 billion each year on new cars—or four out of every 10 sold in the U.S. They also influence 80 percent of all new-car purchases.

Other facts uncovered by Ford:

- Women are concerned about a car's practical and functional features. It's a myth that women care primarily about color and design.
- The most important features to women are dependability, low purchase price and fuel economy.
- When it comes to performance, women rate ease of handling, pickup and passing ability more highly than do men.
- Young, single, working women have a strong preference for small, sporty cars.
- Women car buyers tend to be younger than men. The average age for women is 35; for men, 42.
- Women are more open to try new products and will not hesitate to change makes.
- Dealers who have high sales volume to women tend to be conveniently located, more likely to introduce customers to service personnel and follow-up after the sale.

-Gary James

NO GIMICKS

onathan Dietz, member of Volvo's Hall of Fame for sales, is nothing like the stereotypical, slap-you-on-the-back car salesman.

Quiet-spoken and low-key, Dietz probably couldn't even spell "pressure." For 15 years now, he has been selling Volvos, Porsches, Audis, Saabs and Triumphs at Queen City Motors in Burlington, VT. Most important, he really likes his job. "Truth to tell, I'm a car buff, just like my Dad. He thought Stutz hung the moon!

"There are no gimmicks to selling cars," Dietz says, "especially automobiles costing \$15,000 to \$25,000. You just have to be honest, believe in what you're doing and gain the customer's trust. Portray the car well and treat everybody equally."



According to Dietz, Volvo buyers are especially well informed. "Your job is to make them feel comfortable. Keep everything on a casual basis and don't look for frills. Safety, longevity, resale value—that's the kind of language customers understand.

"Believe it or not," Dietz says, with a smile, "during the last three years I've sold every single car at list price. But I believe I've also sold total customer satisfaction." At delivery time, Dietz takes an hour or more showing the customer how everything works. He also tries to introduce buyers to the service manager.

"That's important. Stress that service is vital if you want to keep your car in good shape. And never lose interest in a customer, no matter how many times he or she may call you or how trivial the complaint."

Video Auto Show

vailable to help salespeople bone up on competitors' products is a new 57-minute videotape. Narrated by former Miss America Debra Sue Maffett and Bruce Penhall, co-star of TV's "Chips," the "home auto show" presents an overview of the 72 domestic cars on the market today. Included are details on pricing, fuel economy, performance and other features.

Though originally designed for consumers, dealers and salespeople also can benefit from the videotape, says producer Bill Maloney. "Dealers can use this video to give salespeople a refresher course. Its lively approach makes it popular for sales meetings."

The "home auto show" is available in VHS and Beta formats for \$25 plus \$2 handling. Though the tape currently focuses on '85 domestic models, the producers plan to offer new tapes of the 1986 domestic and import models after Fall's new-car introductions. For further information, contact Motorsports International, P.O. Box 7200, Costa Mesa, CA 92626.

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The Service Department

Service Drive Diagnostics

he dealership employee with the most customer contact is the service writer. That person carries a multi-pronged public-relations burden. The job is emotionally draining, physically strenuous and technically demanding. It is a very difficult position to fill because of its complexity and the lack of qualified newcomers.

The area where service managers can most improve the performance of service writers is the technical field. Since customer contact involves the need for working technical knowledge and the ability to properly question a customer, it is imperative that the writer be prepared. A writer who understands the basics can do some minor diagnosis, write a more

complete and descriptive repair order, create a professional impression and increase his or her own level of confidence.

If you have had a difficult time finding and hiring a qualified writer, perhaps it is because you have been looking for a writer. But the single most important quality a writer must have, and one you can't supply, is the ability to handle people. Almost anyone who has this ability can be trained to be a service writer.

This theory of going outside our business to get a viable prospect opens up an unlimited work force. It does, however, create a serious burden on management. I have trained many service writers, several of whom have gone on to be successful service managers. Training is

time consuming, but the benefits are rewarding: you will end up with an employee who does the job the way you want it done.

My vehicle diagnostic guide was designed to help train new service writers and help seasoned writers sharpen their skills. Ideally, the guide should be lamb nated to the writer's clipboard for easy access. It makes an excellent selling tool by transforming customer's verbal complaints into a written repair order.

This column is prepared for Automotive Executive by Roll Joffe, a dealership service director in Trenton, NJ. The opinions expressed are those of the author, and do not necessal ily reflect those of NADA, NADA Services Corp. or Automotive Executive. All questions or comments pertaining to this Automotive aumn should be mailed to: The Service Department, VA tomotive Executive, 8400 Westpark Drive, McLean, VA 22102.



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Vehicle Diagnostic Guide

Problem/Description Noise Under Hood . On turning

3. On acceleration Varies with engine speed

Knocking Knocking On acceleration Engine hot Atidle

. With A.C. on Tapping Varies with engine speed Atidle

Onroad On acceleration Heater/Air conditioner Insufficient cooling

Insufficient heating

J. No blower Air out of wrong opening

Noise in Rear End Knocking in turns or during acceleration

Clunking on acceleration Or deceleration Whine

S. On front wheel drive cars)
Rattle on acceleration or bumps

Engine Performance
Dieseling

Detonation (mild to severe, Stalls/rough idle (cold)

Stalls/rough idle (hot)

Engine miss (pulsation or Speed, worse on acceleration. Mot normally felt above 1500 Steady 30 mph. Exhaust makes Steady Spitting sound at idle)

Surges (engine power variation speeds up and slows down with no Sluggish/s

Sluggish/spongy (acceleration pedal)
is abnormally slow, less than expected increase in speed when down at cruise speed)
Cuts out (temporary loss of chuise speed)
during acceleration or at

Probable Cause

Power steering belt; normal noise—explain Engine drive belt Water pump bearing; power steering pump bearing; A.I.R. pump bearing

Low engine oil Detonation-internal engine Fuel pump-internal engine Harmonic balancer; convertor bolts; engine internal A.C. compressor

Valve train; fuel pump; low oil level

Water pump; loose pulley; exhaust system; loose accessory Exhaust system; loose parts E.F.E. valve

Computer circuit; compressor belt; low refrigerant; temperature door inoperative Engine thermostat; low coolant; water valve; plugged heater core or hose; temperature door inoperative Fuse; relay; switch; resister; engine terp switch; blower motor Vacuum leak; vacuum diaphragm; control selector; door stuck in control box

Improper fluid; unequal tire size; differential; final drive (front wheel drive) Universal joint; c.v. joint

Internal (bearings, gears) Bearings; universal joints; c.v. joints Muffler or tail pipe; articles in trunk; shocks; strut bolts; sway bar contacts

Idle speed too high; timing incorrect; poor quality gas; carbon in cylinders Fuel; timing; carbon; E.G.R. valve; overheating Choke; vacuum leaks; fast idle set incorrect; computer system malfunction Vacuum leaks; timing; idle speed Vacuum leaks; spark plugs; wires; distributor system; engine internal

Air cleaner; temperature control; accelerator pump; timing Timing; fuel supply; spark plugs; air cleaner; temperature control; computer system malfunction; faulty fuel injector; locking torque convertor Throttle opening; timing; spark plugs; carb bloat level; fuel mixture; fuel injector

Spark plugs; wires; distributor system; coil

Problem/Description

Vibration 1. Above 40 mph

Below 40 mph

Varies with engine speed

Engine Starting

Nothing on turning switch

Cranks slow/clicks Starter spins, won't crank engine

Hard start hot (cranks o.k.)

Hard start cold (cranks o.k.)

Hard starting (wet weather) Hard starting, gas smell, black smoke

Automatic Transmission

No drive/reverse Slipping

Late or harsh shifting

Noupshift

No downshift

No park

Knocking

Noise

Power Steering Squeal/whining noise

Hissing noise on extreme turns Hard steering, noisy steering

pump, hard spot, binding

Intermittant hissing

Steering pulls to one side

Brakes

Pulsating/shudder

Low pedal

High effort

Pulls/grabs

Fade Noise

Ride and Handling

Hard steering/poor return

Wanders/pulls

Excessive play in steering

Car sway/pitches

Bottoming

Abnormal tire wear

7. Waddle

Probable Cause

Wheel balance; tire force variation: c.v. joint Tire irregular wear; c.v. joint; tire force variation; prop shaft Engine; engine driven accessories; trans convertor

Battery/cable; neutral start switch; starter cellanoid; starting procedure Battery/cables; starter Starter clutch; flywheel

Starting procedure; choke; plugs; ignition system Starting procedure; choke unloader coil; ignition system; carb flooding; computer system malfunction Distributor; wires; coils Choke; carb flooding, fuel injection

Low fluid; internal linkage Low fluid; internal Internal; vacuum leak; modulator; governor computer circuit Modulator; detent switch/cable governor; internal Detent switch; cable; internal Linkage; internal Convertor bolts; broken flex plate Convertor cover; internal

Loose belt; low fluid Normal (explain to customer) Loose/broken belt; needs extensive diagnosis according to factory Steering column alignment; binding valve Binding or leaking valve

Drums/rotor; lug nut torque Low fluid; brake adjustment; air in fluid Vacuum leak; power booster; metering valve; glazed linings Foreign material on linings; worn linings; broken/weak return springs; stuck sheel cylinder; caliper piston; worn linings; worn drums/rotors Worn linings; worn drums/rotors Worn/glazed linings; dirt; wrong shoes/pads; loose/broken parts

Lubrication; low tire pressure; alignment; steering pump/gear linkage; rear end alignment Tire pressure; mismatched tires; alignment; steering gear; rear end alignment Steering gear ajustment; worn linkage Stabilizer bar; shocks; springs; struts Load; springs; shocks Tire pressure; alignment; wheel balance; driving habits; shocks; struts Tire force variations; bent wheel

Auto Association News

State belt-use law update

If safety belt-use laws had been on the books and enforced in every state in 1983, the lives of more than 8,000 passenger car occupants would have been saved, according to a Highway Users Federation analysis.

Belt-use laws also would have prevented 319,400 injuries and saved more than \$5.4 billion in medical costs, insurance and legal expenses, lost production time and other costs related to traffic injuries and fatalities, the analysis shows.

1983 is the most recent year for which complete traffic injury, fatality and cost statistics have been compiled.

No state had a safety belt-use law until New York's took effect on January 1, 1985. New York Governor Mario Cuomo estimates that New York's law will save 300 to 400 lives a year if early trends continue. The New York traffic death toll dropped from 252 in the first quarter of 1984 to 184 in the first quarter of 1985. The Highway Users Federation estimates that if the New York law had been in effect in 1983, 380 fatalities and 26,700 injuries would have been prevented in that state.

After New York passed its law in July 1984, New Jersey and Illinois passed similar belt-use laws. The New Jersey law took effect March 1, followed by Illinois and Michigan laws on July 1.

So far in 1985, belt-use laws also have been passed in Indiana, Missouri, New Mexico, North Carolina, Nebraska and Oklahoma. bringing the total number of states which have passed belt-use laws to 10.

The details of the laws vary from state to state, but all require drivers and front-seat passengers in automobiles to wear

safety belts under penalty of a fine.

The U.S. Department of Transportation (DOT) ruled on July 11, 1984, that if states containing two-thirds of the U.S. population enact safety belt-use laws by April 1, 1989, installation of air bags or automatic safety belts will not be required in new cars.

As of mid-May 1985, safety belt-use laws were under consideration by the legislatures of Alabama, Alaska, California, Connecticut, Delaware, Florida, Masser, Louisiana, Maine, Masser, California, Connecticut, Delaware, Florida, Masser, California, Connecticut, Delaware, Florida, Masser, California, Connecticut, Delaware, Florida, Masser, California, California, California, California, California, California, California, California, California

Based on the fact that all 50 states have



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Circle #17 on Reader Service Card

passed child-restraint laws, the proven lifesaving benefits of safety belt-use laws in other industrialized countries and the fact that in less than a year, the legislatures of 10 states have passed safety belt-use laws, Federation traffic safety specialists forecast that by 1989, at least half the states will have enacted safety

"Operation Prom Graduation"

In cooperation with Fort Wayne, IN, tele-Vision and radio stations and a wide cross Section of local businesses and civic groups, the New Car Dealers Association of Metropolitan Fort Wayne launched "Operation Prom Graduation" in late April. This educational and promotional Campaign to stop drinking and driving Was aimed at Allen County (IN) high School students just as they were entering the local prom and graduation season.

Working through Students Against Drunk Driving chapters and local high Schools, organizers worked to get as many students as possible to sign pledge Cards agreeing not to drink and drive durlng prom and graduation functions. In exchange, the pledge cards act as a dis-Count Card at participating businesses.

Cash Prizes were also available to County high schools which experienced and arrest-free proms and graduations. The awards will offset the Costs of next year's prom and graduation

NCDA members also agreed to include Operation Prom Graduation public ser-Vice messages in their individual dealer advertisements during this period. NCDA's president is Bill McKinney.

SAY GOLF"

the Greater Sacramento New Car Deal-Association (GSNCDA) recently Staged its 16th Annual GSNCDA Golf Sacrament, a fundraiser to benefit the Sacrament, a fundraiser to beneation, Say GOLF." Each year SAY GOLF raises lege to support local high school, col-See and junior college golf teams in the Sacramo junior college golf teams

Cent area. SAY GOLF puts 100 per-Cent of all funds raised back into the Jear GSNCDA raised close to

\$6,000 for SAY GOLF, and the Association says it hopes to raise even more this year with the help of local television and sports celebrities.

GSNCDA's president is B. Bronson.

The only way other associations across the country can know what your association is doing is if you let us know. Send information on your projects, activities, donations, awards and other items of interest (and include a black-and-white glossy photograph, if possible) to: Joan Rubin, associate editor, Automotive Executive, 8400 Westpark Drive, Mc-Lean, VA 22102.



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Calendar

July

17 to 19. International Truck Show, Anaheim Convention Center, Anaheim,

17 to 21. Louisiana Automobile Dealers Association Convention, Harrah's, Lake Tahoe, NV

18 to 22. West Virginia Automobile & Truck Dealers Association Convention, Princess Hotel, Freeport, Bahamas

26 to 28. Automotive Service Councils of California Show, Anaheim Convention Center, Anaheim, CA

29 to 30. Frost & Sullivan Automotive Aftermarket Conference, High Sierra Hotel & Casino, Lake Tahoe, NV

August

4 to 7. Michigan Automobile Dealers Association Convention, Grand Traverse Resort, Grand Traverse Village, MI

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6 to 11. 31st Annual Midwest Manufactured Housing/RV Show, Notre Dame University, South Bend, IN

25 to 29. Automotive News World Congress & Expo, Renaissance Center and Cobo Hall, Detroit, MI

26 to 28. Automotive Parts & Accessories Association Show, McCormick Place, Chicago, IL

September

6 to 8. Automotive Service Councils of Pennsylvania Show, Valley Forge Convention Center, Valley Forge, PA

17 to 18. NADA Business Management Seminar, Sheraton Music City, Nashville,

29 to October 2. Automotive Parts Rebuilders Association Convention, Cervantes Convention Center, St. Louis, MO

29 to October 3. Paint, Body & Equip-

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ment Association Convention, Alamet Plaza, Kansas City, MO

October

5 to 6. Auto Trim and Accessories Show, Hyatt Regency/Ohio Center, Columbus, OH

8 to 9. NADA Service Seminar, Park Suite Hotel, Oklahoma City, OK

8 to 10. Automotive Sales Council Meeting, Arlington Park Towers, Ar lington Heights, IL

13 to 17. Automobile Trade Associated tion of Maryland Convention, Montreal Ritz Carlton, Montreal, Canada

15 to 19. Florida Automobile Dealers Association Convention, Innisbrook Re

20 to 24. American Trucking Associations Convention, Hilton Hawaiian Viller Lieuwing Association Convention, Hilton Hawaiian Viller Lieuwing Association Convention, Hilton Hawaiian Viller Lieuwing Association Convention Convention

23 to 25. SEMA Auto Internacional lage, Honolulu, HI Show, Convention Center, Las Vegas, NV

24 to 27. Hawaii Automobile Dealers Convention, Association Princeville, Princeville, Kauai, Hl

30 to November 3. Rochester All tomobile Dealers Association Auto Show Rochester Riverside Convention Center Rochester, NY

3 to 8. New York State Automobile Dealers Association Convention, Acar pulco Princess Hotel, Acapulco, Mexico

5 to 17. 33rd Annual Recreational Ver hicle & Manufactured Housing Show Dodger Stadium, Los Angeles, NY

13 to 16. Equipment & Tool Institute Meeting, Canyon Hotel. Palm Springs, canyon Hotel. Palm Springs, canyon Hotel.

13 to 17. Rhode Island International Auto Show, Providence Civic Center, Pro

21 to 24. National Autobody Congress & Exposition, Loews Anatole Hotel, Dal

30 to December 7. Minnesota Augustian Politica P tomobile Dealers Association Convent tion, Maui Marriot Hotel, Maui, Hl

3 to 6. 23rd Annual National RV Trade
Show, Kentucky Exposition Louisville, KY

Truck Focus

Another Look at the FET

t has now been 2½ years since the Federal Excise Tax was removed from the sale of truck parts and medium trucks, and the collection point of the tax on heavy trucks was changed from wholesale to retail. Each of these actions was to the advantage of dealers. However, since some dealers have faced problems or confusion with the retail tax, the question has been raised whether the ATD position on the tax has been (or should be) changed. The change in Point of collection of the FET was not a Primary objective of ATD. To the contrary, Our prime objective was, and still is, the total elimination of the excise tax on Trucks. It was only after ATD and the Truck Trailer Manufacturer Association (TTMA) found themselves alone in the effort to repeal the tax, or even to resist the American Trucking Associations' efforts to increase the level of tax to 15 percent on all trucks and parts, that we fell back to the best compromise we could get. ATD is proud of the final result, in that it removed the tax from parts (an deale Were where we felt legitimate dealers Were at an extreme disadvantage against Competitors who were able to evade the Medi: removed the tax completely from Medium trucks (important for the majorthy of our members); held the tax on heavy percent rather than the 15 percent ATA wanted and changed the Point of collection to the retail level on the tax that did remain.

the absence of total repeal, the change absence of total repeating in point of collection to the retail level was vital to dealers for several in effect, Daid the tax in advance on all Stock, Paid the tax in advance thereby incurring flooring exand inv bense, thereby incurring Hooms, insurance premiums and inventax jurischi expense on the amount of the tax.

lions to about prime plus four, and, under

the time, ir htterest rates prevailing at the time, in a scribed by the manufacturers, this exsimple could run \$80,000 a year or more. Since city, remitting the tax after they col-

lected it from the retail customer, were not burdened with such an expense.

It was and is the feeling at ATD that the change in point of collection is a means of ending the FET altogether. At first we thought it might be the end of the decade before there would be a possibility of removing the rest of the tax, but now there is a bit of optimism that the opportunity may come sooner.

An important feature of the change in point of collection is that it removes subinequities between branch operations and dealerships, and these are aside from the economic consequences of dealer prepayment of the tax. Under the previous collection

"ATD's prime objective is the total elimination of the excise tax on trucks."

method, any involvement of further manufacture changed the dealer's base for the tax to the retail selling price. Until 1979, this meant that the dealer was liable for a tax of 10 percent of the entire retail selling price, while a competing branch paid tax based on wholesale price plus the cost of further manufacturing. In other words, dealers were taxed on their entire gross margin, while branches were not. We were able to have that formula changed in 1979 to a basis for dealers of 10 percent of 90 percent of the selling price, but a substantial disadvantage still remained.

The regulations and interpretations surrounding further manufacture were so vague and indefinite, and varied so greatly from one area to another, that no dealer could ever be certain he had complied with the regulations. The change to retail collection eliminated this major problem.

The ATD staff and individual members did such a good job of explaining these inequities to the House Ways and Means Committee and the Senate Finance Com-

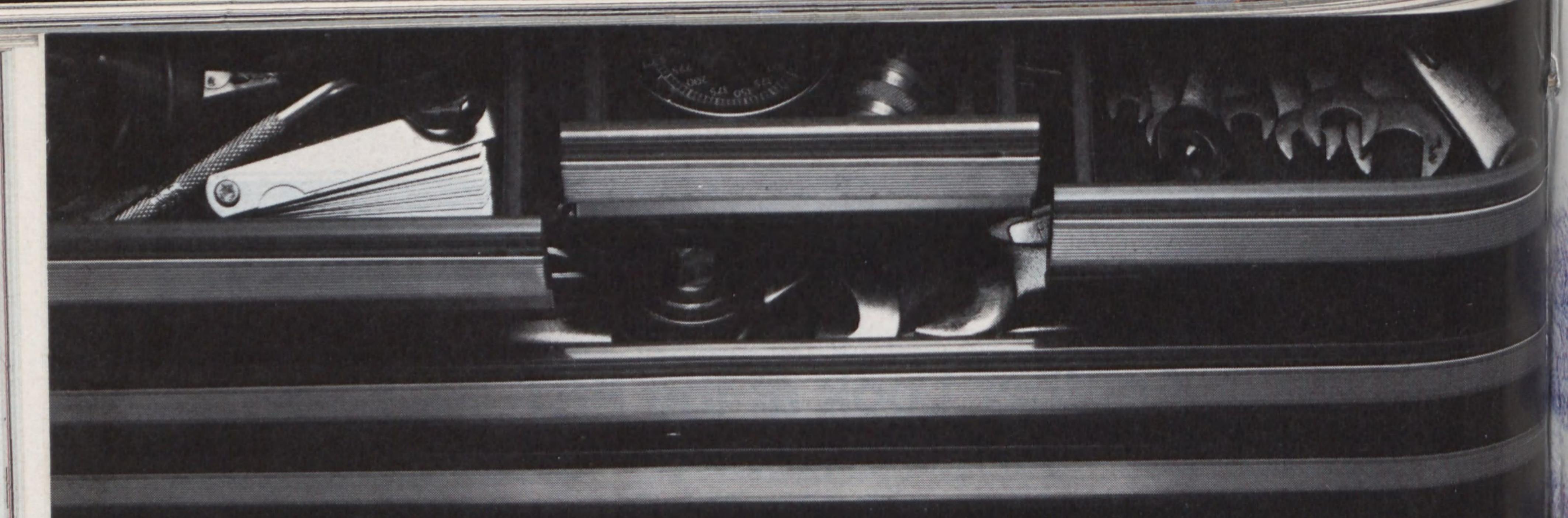
mittee, and drew so much support on that point, that we doubt anyone could successfully suggest a change back to the old way.

The reduction of sales tax is a side benefit that has accrued as the result of collection at retail. Our objection to FET is that it increases the cost of trucks and therefore is a disincentive for investment in new trucks and represents a constant drag on new truck sales. Since most states used to charge sales tax on the excise tax, it had the effect of increasing the price further. With the change of collection to retail, the effect has been that the excise tax has now been exempted from sales tax. At this time only two states and the District of Columbia still collect sales tax on the excise tax.

Another consideration involved is that of visibility. The reason we had so much difficulty gaining support for the repeal of excise tax was that most people who were paying the tax didn't know they were paying it, and some trucking and ATA people wished to keep it that way. Dealers were not able to draw attention to the tax by showing it as a separate item without revealing their wholesale cost; therefore, it was not often done. We now encourage dealers to bill the excise tax as a separate item and do so boldly to call attention to the tax. There has been a change in the attitude at ATA, and ATA President Tom Donohue has said that he is very much in accord with our effort to publicize the tax. He feels this tax should be made highly visible, as should all taxes imposed on trucks and the trucking industry. We doubt that ATA would want to push FET back into the closet.

We at ATD can offer no encouragement whatsoever to anyone who would have us step backward to a wholesale tax. Instead, we encourage everyone—dealers, manufacturers and truckers-to join us in our efforts to really solve the problem by the total elimination of the FET.

This column is prepared exclusively for Automotive Executive by David Paxson, director of NADA's American Truck Dealers Division. All comments or questions pertaining to this column should be mailed to: Truck Focus, Automotive Executive, 8400 Westpark Drive, McLean, VA 22102.





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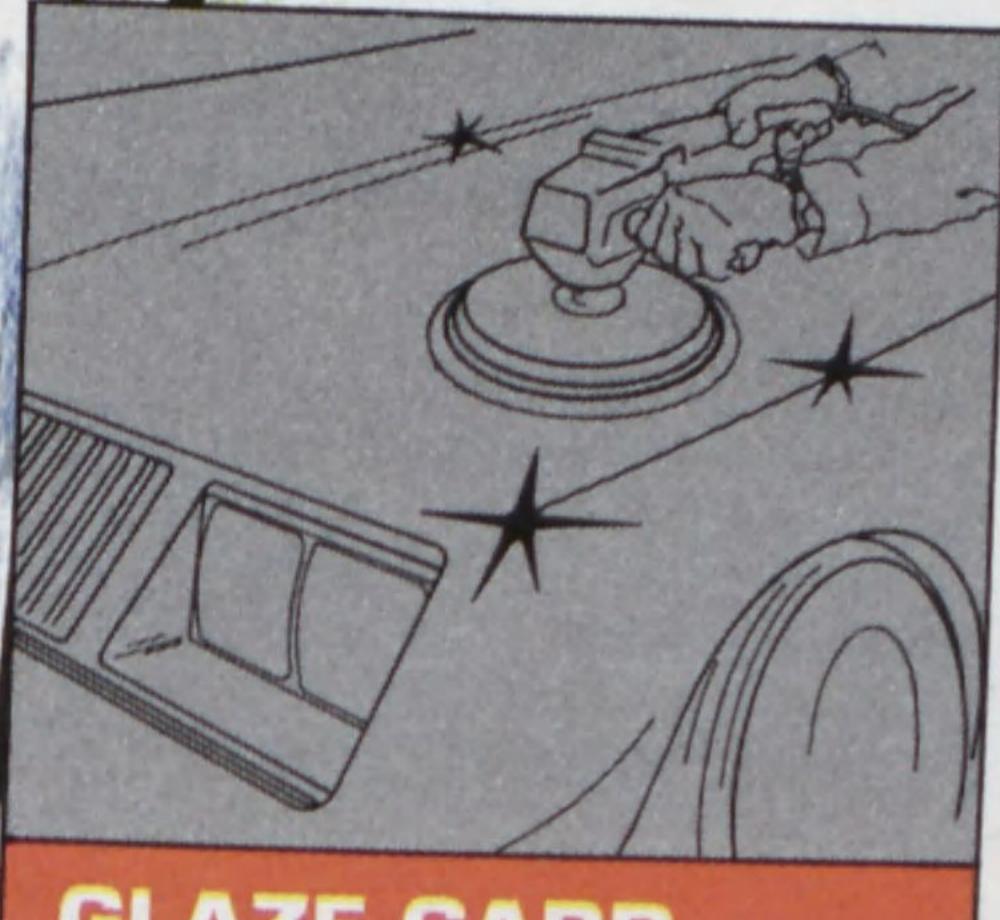
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